



Navy Personnel Command

Perspective Perspective



★ *The Career Issue* ★

The First Word ...

★★ **COMMANDER, NAVY PERSONNEL COMMAND**

Hello from Millington. As we look forward to the challenges that the New Year will bring, this issue of *Perspective* magazine includes important career management information that will hopefully serve as a guidebook for your career progression. I encourage all of you to make this Career Issue a "must read" in the wardroom.

The Center for Career Development (CCD) here in Millington, lead by CAPT Jake Ross, is tackling retention head-on, providing the Fleet with the right tools to help keep the Navy's best and brightest Sailors. The CCD traveling teams are conducting career decision workshops for junior officers, junior Sailors and their families; Professional Selling Skills (PSS) training for Navy Career Counselors and Command Retention Teams; and detailee group discussions. CCD is also working to develop Web-based interactive products to aid Sailors and their families in making informed career choices. The CCD is part of the Navy's continuing efforts to improve Sailors' quality of service – that is, a balanced combination of quality of life and quality of work. Career development is not a part-time commitment; it is everything we do for our Sailors, every day, until they reach their next career decision – not just at EAOS. For more information on CCD and to schedule a visit to your command, please see page four.



In January, we will launch a web-based questionnaire system called ARGUS, which will be used to gather specific data from Sailors on retention influences at major career milestones, such as reenlistment, advancement and PCS. The ARGUS system will provide Navy leadership with a critical measurement tool to evaluate factors that influence a Sailor's career decision. The results will have a direct and measurable impact upon retention policies throughout the Fleet. Once the database is established, Commanding Officers will be able to query the Argus database for a summary of influences impacting their command's retention and attrition. In addition, COs will be able to compare their retention programs with other Fleet commands. Your support in encouraging Sailors to complete the survey is essential to this process.

There's been some feedback from the Fleet regarding the recent policy change that mandates a FITREP comment on retention. Bottom line is that those of us in leadership positions are going to be evaluated on command climate, based on people and training, because retention is our collective job.

Regularly scheduled performance counseling is also a requirement of our FITREP/EVAL process, and is a great time to talk about retention and what the Navy has to offer. Not only is this venue an effective way to communicate your expectations, it provides a perfect opportunity to "tune in" to the concerns and desires of our JOs and Sailors. We, as leaders, must take advantage of every occasion to provide feedback to our people, and more importantly, to gain their perspective. □


G. L. Hoewing
Rear Admiral, U.S. Navy

Career Issue

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Perspective (NAVPERS 15892) is the professional bulletin of the Navy officer community. Its mission is to provide all Navy officers information regarding key personnel policy changes, reassignment trends, and emerging developments within their areas of expertise to enhance their professional development. Perspective is approved for official dissemination of professional information of interest to the Department of Defense and to appropriate professionally related communities. This information does not necessarily reflect the official Navy position and does not supersede information in other official Navy publications. Unless otherwise noted, articles in Perspective may be reprinted and disseminated without permission. Please give appropriate credit.

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The Perspective office is located in Room A107, Jamie Whitten Bldg. (791), Millington, TN.

Chief of Naval Personnel: VADM Norbert R. Ryan, Jr., USN
Commander, Navy Personnel Command: RADM G.L. Hoewing, USN
Assistant Commander, Navy Personnel Command: RADM H.B. Tallent, USN
Perspective Editor: LTJG Eric L. Petersen, USNR

FROM THE HEAD DETAILER ★ RADM HAMLIN TALLENT

With the beginning of a new year, it is appropriate to take time for introspection and to make new resolutions. One resolution I wholeheartedly recommend is to carefully read this Career Issue and review and update your service record. With the selection board season already underway, it is important for officers who are being considered by a board this year or next to ensure their records are complete and accurate.

On a similar note, with the elimination of the Officer Field Service Record, checking the accuracy of your record stored here on EMPRS is even more important. Check the reference corner on the back of this issue for points of contact for ordering a copy of your record. For more information about the elimination of the OFSR, see NAVADMIN 229/00.

Over the past year, each of our detailing divisions has taken great steps to improve the detailing process, and to ensure that all of you take advantage of the various great programs that we have, and the great billet opportunities that are out there.


In the Surface Warfare Officer Detailing shop, "full contact detailing" is the way they now do business, with detailers and placement officers hitting the ships and major shore sites. Their goal is to meet Surface Warfare Officers face-to-face to effect sound career decisions, as well as meet with spouses to increase awareness of detailing issues and career opportunities. The SWO detailers are also carrying out a very successful resignation letter withdrawal effort, which is ensuring that our detailers have exhausted every possible option for those officers who have approved resignation letters. At press time, we have tallied 89 withdrawals out of 247 resignations (36 percent) for Calendar Year 2000.

Over in the Submarine Officer Detailing shop, for the first time in several years, the submarine force met accessions goals in FY00 and is on-track to meet FY01 accessions. On the education front, the GEV program has been very successful within the submarine community, with every available quota since the program's inception having been filled. The Washington D.C., intern program has also been a big hit within the submarine force, with all FY01 quotas filled.

The aviation detailers are having great successes getting career-minded officers to sign up for Aviation Career Continuation Pay (ACCP). The Fleet has enthusiastically received the program, and participation has currently reached 45 percent of short-term contract goal and 34 percent of long-term goal.

PERS-44, the Restricted Line, Staff Corps and Special Placement Division, serves as the placement division for a wide variety of shore staffs and commands. In an effort to advertise the wide range of billet opportunities they have available, a compilation of the most current priority billet fill requirements is posted on their Web Site. The list, which is updated weekly, is provided for officers to research what might be available for their next shore duty assignment, and can be accessed at <http://www.bupers.navy.mil/pers44/prifills.htm>.

As you can see, we have been working pretty hard to find new and innovative ways to take care of you, your family and your career. If you want to find more information about your community, go to our Web Site at <http://www.bupers.navy.mil>, and look for your detailer's Web Site. If you cannot find what you are looking for, call us; we'll be more than happy to help you. □


H. B. Tallent
Rear Admiral, U.S. Navy

Center For Career Development (CCD)

Who We Are. The Center for Career Development (CCD) was established at Navy Personnel Command in Millington, Tenn., to help the Navy strike a more equitable balance between recruiting and retention. While retention is and always will be a command responsibility, the CCD has been established to provide the Fleet all the tools necessary to keep the Navy's high-quality Sailors in uniform.

Establishment of the CCD is part of the Navy's continuing efforts to improve Sailors' quality of service – that is, a balance of quality of life and quality of work. To that end, one of the Center's main objectives is to foster a professional climate in which retention is a culture rather than a single event conducted when a Sailor reaches a career decision crossroads.

What We Do. We provide enhanced professional training for career counselors and command retention teams. The Center offers, or will offer, Professional Selling Skills (PSS) training for Navy career counselors, PCOs/PXOs/PCMCs and detailers of non-SRB ratings.

We conduct career decision seminars and workshops for Sailors and their families. The main goal of the seminars is to provide Sailors and their families with an objective overview of the career decision process. In very broad terms, the seminars cover the benefits of a Navy career, truths and myths about the private sector and the career decision process.

We are creating Web-based interactive products to aid Sailors and their families in making informed career decisions. The Center is developing a comprehensive Web Site which will provide one-stop shopping for everything Sailors and their families need to make informed career decisions – from information on pay and benefits and career paths, to educational opportunities and advancement information.

We consolidate and analyze the Navy's retention and quality of service data into useful and predictive tools to assist senior leadership in making policy decisions. ARGUS, formerly known as the Navy Exit Survey, is

being piloted on selected afloat platforms. It will be administered at key career decision points to gauge Sailors' attitudes on career considerations, working conditions, personal and family life, pay and benefits and Navy culture, among other issues.

What We Can Do For You. The Center for Career Development can send a traveling team to commands worldwide to conduct career information seminars for Sailors and their families, and provide professional training for CCCs and retention teams.

The site visit kicks off with a briefing for area COs/XOs/CMCs on the Navy's present retention climate; the genesis of the CCD, its mission and core competencies; and an overview of the Navy's career counselor community and vision for the future. CCD also serves the Fleet as a conduit of command best retention practices and highlights this valuable information at every site visit.

Sailors and their spouses are invited and encouraged to attend the career decision workshops to ensure they have all the information they need to make informed career choices. Provided by Ruehlin Associates, the workshops provide an unbiased review of the pros and cons of careers in the Navy and in the private sector.

CCD also offers Professional Selling Skills (PSS) training for CCCs. The main objective of this curriculum is to teach CCCs to become active listeners and consultative problem solvers. PSS will give career counselors the skills they need to develop lasting, mutually-beneficial relationships with their counselees.

In addition, as requested by the host command, detailers from various ratings accompany the Center on every visit. They are available to meet one-on-one with Sailors and their families.

If your command would like to schedule a CCD traveling team visit, contact LCDR John Banigan, CCD Operations Officer, at DSN 882-4004, Comm (901) 874-4004 or E-mail him at JohnBanigan@persnet.navy.mil. □

Please take our reader satisfaction survey on page 39. This survey is also available on Perspective's Web Site at <http://www.bupers.navy.mil/periodicals>.

Introduction to Joint Requirements

{PERS-45J}: DSN 882-4217/4218, Comm (901) 874-4217/4218; Fax (901) 874-2696

Joint Specialty Officer (JSO)

To be designated as a JSO, you must:

- 1) Complete Joint Professional Military Education (JPME):
 - National War College or Industrial College of the Armed Forces (ICAF), or
 - Phase I at any U.S. Service College, selected fellowship or Foreign War College and Phase II at Armed Forces Staff College (AFSC).
- 2) Complete a Joint Duty Assignment (JDA).
- 3) Be selected by a Navy JSO selection board.
- 4) Be approved by SECDEF.

JSO designation is not required for promotion to Flag rank, but more than one-third of Flag joint billets require a JSO. This fact makes completion of JPME highly desirable for future Flag officers.

Joint Professional Military Education (JPME)

- ☐ Grants full JPME credit (JS1):
 - National War College (Washington, D.C.)
 - Industrial College of the Armed Forces (ICAF) (Washington, D.C.)
- ☐ Grants Phase I credit only (JS7):
 - College of Naval Warfare (Newport, R.I.)
 - College of Naval Command and Staff (Newport, R.I.)
 - Marine Corps War College (Quantico, Va.)
 - Marine Corps Command and Staff (Quantico, Va.)
 - Army Command and Staff (Fort Leavenworth, Kan.)
 - Army War College (Carlisle, Penn.)
 - Air Command and Staff (Montgomery, Ala.)
 - Air War College (Montgomery, Ala.)
 - Selected foreign war colleges
 - Selected fellowship programs **
 - Navy, Army and USAF nonresident command and staff programs.
 - Naval Postgraduate School (selected National Security Affairs Programs are certified to provide JPME Phase I credit).

** FY96 was the final year that credit was awarded for intermediate level fellowship programs. FY99 was the last year for senior level fellowship programs.

- ☐ Grants Phase II credit only (JS8):
 - Armed Forces Staff College (Norfolk, Va.)

Joint Duty Assignment (JDA)

Joint duty credit can only come from a JDA posted on the Joint Duty Assignment List (JDAL). Tour lengths for these assignments are:

- ☐ Flag – two years.
- ☐ LCDR through CAPT – three years, except for two-year tours for some overseas assignments and for Critical Occupation Specialties (COS) in initial JDA (see below).

Note: LTs can receive joint duty credit only by filling a LCDR JDA billet.

JSO Selection Boards

JSO boards convene every fall. JSO board eligibility is met when an officer has completed the JPME and JDA requirements. PERS-45J tracks these qualifications and determines eligibility of records for officers being considered by each board. No individual request/packages are required (although it never hurts to validate your eligibility). If you have questions, call PERS-45J.

Note: JSO nominees are put into four eligibility categories:

- ☐ **Category A:** Officers who complete JPME before completing a full JDA, or COS officers who complete a full joint duty tour (36 months) before completing JPME.
- ☐ **Category B:** COS officers who complete joint duty under COS-takeout provisions (24 months) and who have completed JPME, either before or after they completed their JDA. (COS officers are exempt from the sequence requirement which specifies, for other officers, that JPME must be completed before the JDA completion).
- ☐ **Category C:** Non-COS officers who have completed their full JDA before they complete JPME; requires a sequence waiver for JSO designation.*

❑ **Category D:** Officers who have completed two joint tours in lieu of completing JPME; requires an education waiver for JSO designation.*

*The total number of waivers (for categories C and D) granted for officers in the same paygrade during any fiscal year may not exceed 10 percent of the total number of officers in that paygrade selected for the joint specialty during that fiscal year.

An officer designated by SECDEF as a JSO receives either a JS5 or JS9 AQD, depending on joint tour type (see AQD section), which then appears on the Officer Data Card (ODC). Following SECDEF designation, notification is made via NAVADMIN message.

Critical Occupational Specialists (COS)

COS officers (URL LCDR through CAPT, not including FSOs) on an initial JDA can detach after 24 months with full joint duty credit if going to an operational Navy assignment. No waiver is required. Subsequent JDA is 24 months.

Additional Qualification Designators (AQDs)

❑ **Billet AQDs**

JD1: a noncritical billet on JDAL.

JD2: a critical billet on the JDAL; must be filled with a JSO.

❑ **Joint Education AQDs**

JS1 (full JPME): Assigned to graduates of National War College, Industrial College of the Armed Forces (ICAF), the School of Information Warfare Strategy (SIWS) (through June 1996), and the Armed Forces Staff College (AFSC) (through June 1990).

Note: also includes March 1989 (intermediate level only), June and November graduates of Naval War College; and 1989 Army, Air Force and USMC service college graduates.

JS7 (JPME Phase I): Assigned to graduates of an intermediate or senior service college after January 1990, selected Foreign War Colleges or fellowships. Note: graduates of service colleges during academic years

1985-1988 received Phase I credit if JPME Phase II was completed before January 1, 1994. JS7 AQD has been withdrawn for officers who did not complete JPME Phase II.

JS8 (JPME Phase II): Assigned to graduates of AFSC since July 1990.

❑ **Joint Specialty Officer (JSO) AQDs**

JS5 (JSO): Assigned to officers who have completed the JPME and JDA requirements, have been selected by a Navy JSO board and designated by SECDEF.

JS9 (COS takeout JSO): Assigned as above to URL officers who have received full JDA credit for tours of less than three years which were shortened through the COS takeout provision (two years). Equivalent in all respects to JS5 AQD.

❑ **Joint Tour AQDs**

JS2: Assigned upon completion of a JDA after January 1, 1987.

JSF (JDA for Flag only): Assigned for completion of a pre-1987 JDA. Not valid for selection to JSO. Valid for promotion to Flag officer.

JSR (JDA required): Assigned to a graduate of the National War College of ICAF whose required JDA has been deferred until the second tour after graduation.

Flag Officer Joint Requirements

❑ All O7s must attend the Capstone course.

❑ Promotion to O7 requires completion of a JDA.

Note: If currently serving in an initial JDA as an O6, the requirement for the completion of a JDA can be waived by SECDEF if service started at least 180 days prior to the Flag selection board convening date (upon which selected), and total consecutive service in JDA is not less than two years.

❑ For O6s with no JDA, a Good of Service waiver from SECDEF is required (where first tour as a Flag must be a JDA).

❑ Professional exemption (officers who do not require a JDA for promotion to O7 are not tracked):

*JAG, Medical, Dental, Chaplain, Nurse, Medical Service Corps.

❑ Technical exemption (officers who do not require a JDA for promotion to O7 are tracked):

*AED/AMD, CEC, PAO, EDO, Oceanographer, Acquisition Professional (URL).

Points of Contact

Joint information questions should be directed to PERS-45J. E-mail address is p45j@persnet.navy.mil.

- LCDR Tim King, PERS-45J, DSN 882-4217, Comm (901) 874-4217

- LCDR Carolyn Greife, PERS-45J1, DSN 882-4218, Comm (901) 874-4218. ❑

LCDR Tim King
PERS-45J

Acquisition Professional

{PERS-447}: DSN 882-3837, Comm (901) 874-3837

Since AP is a sub-specialty, the career path of APs is as varied as the designators of the officers that make up the community. For some designators, such as the Civil Engineering Corps, becoming an AP is part of the job. As ENSs, SEABEES are involved as contracting officers and are expected to become APs when they become LCDRs. This is the career progression for most of the staff and restricted line communities, and most of you in this category are very knowledgeable of the expected AP career path for your community. Therefore, I want to concentrate on the AP career options for the URLs who are not familiar with the program.

Granted, the AP community does not offer the immediate gratification of blowing something up with a missile that can be found in the operational environment. However, negotiating a multi-million dollar contract with a defense contractor which will produce a system which will render a weapons system held by all the potential adversaries of the world obsolete does have a certain appeal to the thinking URL.

URLs have a requirement to be CDR command screened prior to selection as an AP. The command screen requirement ensures we have proven Fleet operators

involved in setting requirements, designing systems and ensuring optimal integration of these new systems that will enter the fleet. APs have a very demanding assignment translating what can be designed in a laboratory to what is achievable, needed or even desired by the Fleet. With the exception of aviators who enter the AP community via the Test Pilot School route, most URLs get their first taste of the AP world as CDRs after their CDR command. While this system works, we have discovered a more optimal approach is to obtain some AP experience as a LCDR in a Systems Command, or even as a Requirements Officer on the OPNAV Staff. So, if you are secure in your career path to command, consider an AP assignment at this point in your career.

Selection to the community is via semi-annual selection boards, which review applications from all designators. Selection is by no means automatic. Selection rates vary by community, but traditionally are around 85-90 percent for staff and restricted line, and 60 percent for URLs. Selection boards convene in February and September. ❑

CAPT Steve Kreutner
PERS-447

Read Perspective at the BUPERs Web Site.
Go to <http://www.bupers.navy.mil/periodicals>

Education Picture

{PERS-440B}: DSN 882-4056, Comm (901) 874-4056; Fax (901) 874-2676

{PERS-440C}: DSN 882-4100, Comm (901) 874-4100; Fax (901) 874-2676

Web Site: <http://www.bupers.navy.mil/pers440/>

Fellowships

The Navy has a variety of selective one-year fellowship programs available to highly motivated, career oriented officers. These fellowships no longer offer JPME Phase I credit; however, they do provide a unique opportunity to represent the Navy in various civilian institutions, post-graduate schools, corporations or offices within the legislative and executive branches of the government. Each fellowship is approximately 12 months in length. Fellows incur a service obligation of three times the duration of the fellowship. Obligation begins upon completion of the fellowship and is served concurrently with any previously incurred service obligation.

White House Fellowship:

This program was established in 1964 to provide a select group of motivated young Americans with the experience of direct involvement in the process of governing our nation. Fellows are assigned to the White House staff, the Vice President, members of the Cabinet and other top-level executives. As special assistants, White House Fellows participate in educational programs that give instruction on our government's processes.

The President's Commission on White House Fellowships handles the selection process for this program. Applications are due to the commission by Feb. 1 of each year. Interested officers may request an application directly from the Commission at (202) 395-4522. Additional program information may be found on the commission's Web Site at http://www.whitehouse.gov/WH_Fellows.

Since the selection process is handled completely by the White House Commission, Navy officers applying for this program must keep their detailer apprised of their application and selection status. Navy Personnel Command POC is the Service College Placement Officer (PERS-440C), DSN 882-4100, Comm (901) 874-4100.

The Navy's governing instruction for this program, BUPERSINST 1560.20B, as well as additional program information, may be found at <http://www.bupers.navy.mil/pers440>.

Federal Executive Fellowship:

The Federal Executive Fellowship (FEF) program provides the Navy with senior-level officers knowledgeable in the formulation and conduct of foreign policy, political decision making and diplomacy. Navy Fellows serve as our forward presence in civilian academia and think tanks.

An annual NAVADMIN announces the specific application deadline for that year. Normally, applications are due by early to mid-September, with the selection board convening during the first week of November. Applicants must be Unrestricted or Restricted Line officers in the permanent grade of LCDR, CDR or CAPT. Some institutions have specific grade requirements. The FEF selection board selects 19 primary and 30 alternate candidates. Officers selected in November begin their fellowships the following August. Applicants are encouraged to apply for this program during years when their career timing and projected rotation date support the timing of a fellowship.

The FEF Program sponsor is OPNAV N513, LT Jacob Zissu, DSN 223-7000, Comm (901) 693-7000 or E-mail at zissu.jacob@hq.navy.mil. The Navy's governing instruction, OPNAVINST 1500.72C, as well as additional program information, may be found at <http://www.bupers.navy.mil/pers440>.

FEF Institutions

The American Enterprise Institute
The Atlantic Council of the United States
Boston University
The Brookings Institute
Center for Strategic and Int'l Studies
The Council on Foreign Relations
MIT Security Studies Program
Foreign Service Institute
George Washington University
Harvard Weatherhead Center For Int'l Affairs
Harvard Nat'l Security Fellowship (3 positions)
Harvard Olin Institute for Strategic Studies
MIT Security Studies Program
Stanford University Hoover Institute
The RAND Corporation (3 positions)
Tufts Fletcher School of Law and Diplomacy

Location

Washington, D.C.
Washington, D.C.
Boston, Mass.
Washington, D.C.
Washington, D.C.
New York, N.Y.
Cambridge, Mass.
Washington, D.C.
Washington, D.C.
Cambridge, Mass.
Cambridge, Mass.
Cambridge, Mass.
Palo Alto, Calif.
Santa Monica, Calif.
Medford, Mass.

Hudson Oxford Fellowship:

This fellowship was established in 2000 in conjunction with the Royal Navy and Royal Marine Fellowship. The endowment for the fellowship was provided by LT Guy Hudson, RN, who left a substantial sum in his will for the education of officers of the Royal Navy and Royal Marines. An annual NAVADMIN will announce the specific application deadline for that year. Normally, applications are due by early to mid-September, with the selection board convening during the first week of November. Applicants must be URL/RL officers in the permanent grade of CDR or CAPT. The Hudson Oxford selection board will select a primary and three alternate candidates. Officers selected in November begin their one-year fellowship the following August. Applicants are encouraged to apply for this program during years when their career timing and projected rotation date support the timing of a fellowship.

The Hudson Oxford Program sponsor is OPNAV N513, LT Jacob Zissu, DSN 223-7000, Comm (901) 693-7000 or E-mail at zissu.jacob@hq.navy.mil. OPNAVINST 1500.72C as well as additional information about the program can be found at <http://www.bupers.navy.mil/pers440>.

The Secretary of Defense Corporate Fellowship:

The Secretary of Defense Corporate Fellowship (SDCF) Program was created in 1994 to foster innovation in the Services and the Department of Defense by giving future senior officers first-hand experience with the strategic management practices of innovative American corporations. Secretary of Defense Fellows initially meet with the Secretary of Defense to set their agenda. Upon completion of their one-year assignment, they report back to the Secretary of Defense, the Secretaries of the Military Departments and the various Service Chiefs to brief their work, insights gained on operational and organizational changes and analysis of how these changes might influence DOD operations.

An annual NAVADMIN announces the specific application deadline for that year. Normally, applications are due by early to mid-September, with the selection board convening during the first week of November. Applicants must be Unrestricted Line, Restricted Line or Supply Corps officers in the permanent grade of CDR or CAPT. The SDCF selection board will select two primary and five alternate candidates. Officers selected in November begin their one-year fellowship the following July.

Applicants are encouraged to apply for this program during years when their career timing and projected rotation date support the timing of a fellowship.

The SDCF Program sponsor is N513, LT Jacob Zissu DSN 223-7000, Comm (901) 693-7000 or E-mail at zissu.jacob@hq.navy.mil. OPNAVINST 1500.72C as well as additional information about the program can be found at <http://www.bupers.navy.mil/pers440>.

Please direct specific questions concerning the management of the SDCF program to the Director of the Secretary of Defense Corporate Fellowship Program, Mr. Eric Briggs, at DSN 426-4229, Comm (703) 696-4229 or E-mail at briggse@osd.pentagon.mil. Corporations participating in this program vary from year to year. The Director of the Secretary of Defense Corporate Fellowship Program assigns officers to specific corporations.

Corporations which previously participated in the SDCF Program:

American Management Systems	Mobil
Andersen Consulting	Microsoft
CNN	McDonnell Douglas
CITICORP	Oracle
Global Business Network	Human Gnome Sciences
Merck & Co., Inc	ABB Group
Direct TV	Northrop Grumman
Hewlett Packard	Sarnoff Corporation
Lockheed Martin	Sears
Loral	Southern Company
Federal Express	Sun Micro Systems
McKenzie Consulting	Agilent Technologies
Enron Corporation	Caterpillar, Inc.

Legislative Fellowship:

The LEGIS Fellows program provides officers with a working knowledge of the operations of Congress. The program is designed to broaden the experience level and knowledge that naval officers possess in the operations and organization of Congress, while enhancing the Navy's ability to fulfill its role in the national policy development process. Fellows are assigned for one year to the staff of a Senator, Representative or Congressional Committee. The program is limited to Unrestricted Line, Restricted Line and Staff Corps officers in the permanent grades of LCDR and CDR of the Regular Navy and Naval Reserve. The competitive selection process focuses on individual performance, promotion potential, academic and subspecialty qualifications and the needs of the service. An annual NAVADMIN announces the details of the application process and specific application deadline for that year.

Normally, applications are due in early March, with interviews at the Office of Legislative Affairs in April/May. Selections should be finalized by late July, with assignments to Congress beginning in December.

The Navy's governing instruction, BUPERSINST 1560.21A, as well as additional information about the program, can be found at <http://www.bupers.navy.mil/pers440>.

Service Colleges

Attendance at a service college is considered a significant milestone in the professional development of a naval officer. This education is designed to enhance the competence of those officers with high promotion potential.

Professional Military Education (PME) entails the systematic instruction of professionals in subjects enhancing their knowledge of the science and art of war. Integral to each curriculum of any of the service colleges is an emphasis on joint matters and Joint Professional Military Education (JPME). Each of the service colleges provides JPME Phase I credit.

JPME Phase II is awarded upon completion of a three-month curriculum taught at the Armed Forces Staff College (AFSC) in Norfolk, Va. The AFSC JPME Phase II curriculum is normally attended by officers who have completed JPME Phase I. Assignment of an officer with JPME to a joint-coded billet makes sense from the point of view of the officer, the Navy and the Joint Command. While the Navy strives to send officers from Phase I to Phase II and then to a joint assignment, career requirements, the needs of the command, the needs of the Navy and timing conflicts may prevent the assignment of a joint educated officer into a joint coded billet.

National War College and the Industrial College of the Armed Forces are the only two service colleges that award both JPME Phase I and II as part of their single 10-month curriculum.

Minimum grade requirements to attend a service college are LCDR for junior service colleges and CDR for senior service colleges. The general rule is an officer must be wearing the appropriate rank by the beginning of a war college course. In unusual circumstances, exceptions may be granted on a case-by-case basis by a school for LCDR(Selects), who will pin on LCDR shortly after arriving at a war college; however, no exceptions will be

made for CDR(Selects) attempting to attend a senior level course. All officers attending a senior level course must be wearing at least CDR by the start of the class.

There is a two-year service obligation associated with attendance of a domestic service college (foreign war colleges do not incur such an obligation). Obligation begins upon completion of the course and is in addition to the remaining time required by any prior active duty obligation.

Within the United States, an officer may attend either the Navy War College in Newport, R.I., one of the sister service colleges (Air Force, Army, Marine Corps), the Industrial College of the Armed Forces or National War College.

In addition to in-resident service colleges, an officer may earn JPME Phase I credit through various nonresident courses. The Navy's War College provides two options: a correspondence curriculum that does not involve classroom participation, and a seminar program that involves night classes. The seminar program is presently available at 19 satellite campuses. Other nonresident programs that provide JPME Phase I are the Air Command and Staff College, the Army Command and General Staff College, the U.S. Army War College and the Marine Corps Command and Staff College.

In addition to earning JPME Phase I, the opportunity to earn a master's degree as part of a war college program is becoming a consistent standard throughout the services. With only a few exceptions, in a matter of 10 to 12 months, an officer can walk away from a war college with JPME Phase I, a war college diploma and an accredited master's degree. For more information about each school's in-resident programs, nonresident programs and opportunities to earn an advanced degree, see the following informational summary for each school, review the school's Web Site, and finally contact the school if you have further questions.

AIR WAR COLLEGE (O5&O6)

Navy Element Phone: DSN 493-6153, Comm (334) 953-6153
Location: Maxwell AFB, Montgomery, Ala.
Class Convene: July
Graduation: June
Home Page: <http://www.au.af.mil/au/awc/>
AWC Nonresident program is not accredited to give JPME Phase I. DSN 493-7755, Comm (334) 953-7755 (O5 Select and above.)
Master's: Air University is in the final stages of receiving regional accreditation to award a master's degree. Air War College hopes to begin awarding a regionally accredited master's degree (Master's of Strategic Studies) beginning with the class entering in 2000 and graduating in 2001.

Independent master's programs are available in conjunction with local civilian universities that offer partial credit for War College course work.

AIR COMMAND AND STAFF COLLEGE (O4)

Navy Element Phone: DSN 493-6153, Comm (334) 953-6153
Location: Maxwell AFB, Montgomery, Ala.
Class Convene: August
Graduation: June
Home Page: <http://www.acsc.au.af.mil/>
Nonresident Program: DSN 493-7901, Comm (334) 953-7901, 1 (800) 316-7042 (O4 Select and above. Correspondence course takes approximately 12 months to complete.)
Master's: Air University is in the final stages of receiving regional accreditation to award a master's degree. Air War College hopes to begin awarding a regionally accredited master's degree (Master's of Air Power Art and Science) beginning with the class entering in 2000 and graduating in 2001. Independent master's programs are available in conjunction with local civilian universities that offer partial credit for War College course work.

ARMY WAR COLLEGE (O5&O6)

Navy Element Phone: DSN 242-4200, Comm (717) 245-4200
Location: Carlisle Barracks, Pa.
Class Convene: July
Graduation: June
Home Page: <http://carlisle-www.army.mil>
Nonresident Program: DSN 242-3421, Comm (717) 245-3421 (O5 Select and above.)
Master's: Army War College (AWC) is presently going through the regional accreditation process. Army War College plans to begin awarding a regionally accredited master's degree beginning with the class entering in 2001 and graduating in 2002. Master's programs are presently available in conjunction with local civilian universities that offer partial credit for War College course work.

ARMY COMMAND AND GENERAL STAFF COLLEGE (O4)

Navy Element Phone: DSN 552-2256, Comm (913) 684-2256
Location: Ft. Leavenworth, Kan.
Class Convene: June
Graduation: June
Home Page: <http://www.cgsc.army.mil/usn/>
Nonresident Program: DSN 585-3356/62/68/80/86/88/90 Comm (913) 758-xxxx (O4 Select and above. Correspondence course takes approximately 24 months to complete.)
Master's: Accredited to award Master's of Military Art & Science. The master's program is optional for all C&GS students. Master's programs are presently available in conjunction with local civilian universities that offer partial credit for War College course work.

COLLEGE OF NAVAL WARFARE (O5&O6) and the COLLEGE OF NAVAL COMMAND AND STAFF (O4)

Deputy Dean Of Students: DSN 948-6596, Comm (410) 841-6596
Location: Newport, R.I.
Class Convene: November
Graduation: November
Class Convene: March
Graduation: March
Class Convene: August
Graduation: June
Home Page: <http://www.nwc.navy.mil/>
Nonresident Program: DSN 948-2135, Comm (401) 841-2135 (Navy has the only nonresident program that allows O3s to participate. Correspondence course takes approximately 24-36 months to complete.)

Master's: Accredited to award Master's of Arts degree in National Security and Strategic Studies.

USMC TOP LEVEL (O5&O6) and USMC COMMAND AND STAFF COLLEGE (O4)

Navy Element Phn: DSN 278-1007, Comm (703) 784-1007
Location: Quantico, Va.
Class Convene: July
Graduation: June
Home Page: <http://www.mcu.usmc.mil/>
Nonresident Program: DSN 278-4390, Comm (703) 784-4390 Web Site <http://www.mcu.usmc.mil/cce/cce.htm/> (O4 Select and above. Course takes approximately 24 months to complete.)
Master's: Marine Corps University was regionally accredited by the Southern Association of Colleges and Schools as of December 1999 to award a Master's of Military Studies degree. The regional accreditation affects not only future degrees awarded, but also those awarded by the Marine Corps University (Command and Staff Course) since June 1994.

INDUSTRIAL COLLEGE OF THE ARMED FORCES and NATIONAL WAR COLLEGE (O5&O6)

Navy Element Phn (ICAF): DSN 325-4428, Comm (202) 685-4428
Navy Element Phn (NATL): DSN 325-3659, Comm (202) 685-3659
Location: Ft. McNair, Washington, D.C.
Class Convene: August
Graduation: June
Home Page (ICAF): <http://www.ndu.edu/ndu/icaf/icafhp.html>
Home Page (NATL): <http://www.ndu.edu/ndu/nwc/nwchp.html>
Master's (ICAF): Accredited to award a Master's of Science degree in National Resource Strategy.
Master's (NATL): Accredited to award a Master's of Science degree in National Security Strategy.
In addition to JPME Phase I, ICAF and National War College also award JPME Phase II.

Foreign War Colleges (See the table on the next page)

Attendance at foreign war colleges is an unique opportunity to get JPME credit, represent the U.S. Navy abroad and see the world. Foreign war college attendance is available to officers from the surface warfare, special warfare, special operations, sub surface and aviation communities only. Officers must be in the grade of LCDR (and occasionally CDR) to attend intermediate courses, and in the grade of CDR or CAPT to attend senior courses. Various schools have specific rank requirements. A bachelor's degree and language proficiency are required. Language training will be provided at the Defense Language Institute (Monterey, Calif.) when it is required. If language training is required, PERS-440 must have verification of a satisfactory score on the Defense Language Aptitude Battery (DLAB). There is no service obligation associated with attendance at any foreign war college, and assignment to a foreign service college is an accompanied tour.

Foreign Service Colleges

Junior/Intermediate Foreign Service Colleges

FY	Start	Grad	Course Length	Course	Location	Grade	Detailing Code	Desig	Language	DLI RNLT or Apprx Start	DLI Grad
2003	Jan	Dec	11	Brazil Jr	Rio	O4/O5	411	1110/1130/1140	Portuguese	020429	021031
2003	Jul	Jun	11	Canada Jr	Toronto	O4	432	1310/1320	English/ French	TBD FR 0212	TBD
2003	Jan	Dec	11	Chile Jr	Valparaiso	O4	421	1120	Spanish	020429	021031
2003	Feb	Jun	16	France Jr	Paris	O4	432	1310/1320	French	020830	030327
2003	Jun	May	11	India Jr	Wellington	O4	411	1110/1130/1140	English		
2003	Aug	Jun	10	Italy Jr	Rome	O4/O5	432	1310/1320	Italian	TBD JT 0301	TBD
2003	Jul	Jul	12	Spain Jr	Madrid	O4/O5	411	1110/1130/1140	Spanish	TBD QB 0212	TBD
2003	Jul	Jul	12	UK Jr	Watchfield	O4	411	1110/1130/1140	English		
2003	Jan	Dec	11	Uruguay Jr	Montevideo	O4/O5	432	1310/1320	Spanish	020429	021031
2003	Jul	Aug	11	Venezuela Jr	Caracas	O4/O5	411	1110/1130/1140	Spanish	TBD QB 0212	TBD
2004	Jan	Dec	11	Argentina Jr	Buenos Aires	O4/O5	432	1310/1320	Spanish	TBD QB 0306	TBD
2004	Jan	Dec	6	Australia Jr	Canberra	O4	411	1110/1130/1140	English		
2004	Jan	Dec	11	Brazil Jr	Rio	O4/O5	421	1120	Portuguese	TBD PY 0306	TBD
2004	Jul	Jun	11	Canada Jr	Toronto	O4	432	1310/1320	English/ French	TBD FR 0312	TBD
2004	Feb	Jun	16	France Jr	Paris	O4	432	1310/1320	French	TBD FR 0307	TBD
2004	Sep	Sep	24	Germany Jr	Hamburg	O4	432	1310/1320	German	TBD GM 0312	TBD
2004	Mar	Mar	12	Japan Jr	Tokyo	O4	432	1310/1320	Japanese	020708	031030
2004	Jan	Oct	10	S. Africa Jr	Muzenbug	O4/O5	410	1110/1130/1140	English		
2005	Jan	Dec	11	Brazil Jr	Rio	O4/O5	432	1310/1320	Portuguese	TBD PY 0406	TBD
2005	Jul	Jun	11	Canada Jr	Toronto	O4	411	1110/1130/1140	English/ French	TBD FR 0412	TBD
2005	Jan	Dec	11	Chile Jr	Valparaiso	O4	432	1310/1320	Spanish	TBD QB 0406	TBD
2005	Feb	Jun	16	France Jr	Paris	O4	411	1110/1130/1140	French	TBD FR 0407	TBD
2005	Jun	May	11	India Jr	Wellington	O4	411	1110/1130/1140	English		
2005	Aug	Jun	10	Italy Jr	Rome	O4/O5	421	1120	Italian	TBD JT 0501	TBD
2005	Jul	Jul	12	Spain Jr	Madrid	O4/O5	421	1120	Spanish	TBD QB 0412	TBD
2005	Jul	Jul	12	UK Jr	Watchfield	O4	421	1120	English		
2005	Jan	Dec	11	Uruguay Jr	Montevideo	O4/O5	411	1110/1130/1140	Spanish	TBD QB 0406	TBD
2005	Jul	Aug	11	Venezuela Jr	Caracas	O4/O5	432	1310/1320	Spanish	TBD QB 0412	TBD

Senior Foreign Service Colleges

FY	Start	Grad	Course Length	Course	Location	Grade	Detailing Code	Desig	Language	DLI RNLT or Apprx Start	DLI Grad
2002	Mar	Dec	9	Argentina Sr	Buenos Aires	O5/O6	431	1310/1320	Spanish	010705	020207
2002	Aug	Jun	10	IADC	Washington	O5	431	1310/1320	Spanish	011112	020606
2002	Feb	Aug	6	NATO Def Coll	Rome	O6	43	1310/1320	English		
2003	Jan	Dec	11	Australia Sr	Canberra	O6	41	1110/1130/1140	English		
2003	Aug	Jun	10	IADC	Washington	O5	431	1310/1320	Spanish	TBD QB 0301	TBD
2003	Aug	Aug	12	Japan Sr	Tokyo	O5	410	1110/1130/1140	Japanese	020114	030508
2003	Feb	Aug	6	NATO Def Coll	Rome	O6	42	1120	English		
2003	Sep	Jan	6	NATO Def Coll	Rome	O6	43	1310/1320	English		
2003	Aug	Jun	10	Norway Sr	Oslo	O5	410	1110/1130/1140	Norwegian	TBD NR 0210	TBD
2004	Aug	Jun	10	IADC	Washington	O5	431	1310/1320	Spanish	TBD QB 0401	TBD
2004	Feb	Aug	6	NATO Def Coll	Rome	O6	42	1120	English		
2004	Sep	Jan	6	NATO Def Coll	Rome	O6	43	1310/1320	English		
2004	Jul	Jun	11	Pakistan Sr	Islamabad	O6	41	1110/1130/1140	English		
2004	Jan	Dec	11	UK Sr	London	O6	41	1110/1130/1140	English		
2005	Jan	Dec	11	Australia Sr	Canberra	O6	42	1120	English		
2005	Aug	Jun	10	IADC	Washington	O5	421	1120	Spanish	TBD QB 0401	TBD
2005	Aug	Aug	12	Japan Sr	Tokyo	O5	431	1310/1320	Japanese	TBD JA 0402	TBD
2005	Feb	Aug	6	NATO Def Coll	Rome	O6	43	1310/1320	English		
2005	Sep	Jan	6	NATO Def Coll	Rome	O6	41	1110/1130/1140	English		
2005	Aug	Jun	10	Norway Sr	Oslo	O5	431	1310/1320	Norwegian	TBD NR 0410	TBD

Updated data available at <http://www.bupers.navy.mil/pers440/>

Postgraduate Education Programs

Graduate education is becoming an absolute necessity in today's Navy. The vision for Navy Officer Education states, "The 21st century will present many challenges and opportunities to our Navy. As the nation's principal forward-deployed force, we will continue to be called upon first and often, and meeting our commitments will require us to operate in an increasingly sophisticated technological environment. To ensure that we are fully prepared to carry out this critical role, maintaining the great legacy left by those who have served before us, the Navy must revitalize our investment in officer education. Education is crucially important for our future leaders. Navy officers must be committed to lifelong learning, and the Navy must do its part to ensure they have the opportunities for advanced education," and that "Education must not be seen as a diversion from our primary mission, but rather as a critical factor in maintaining our ability to accomplish our primary mission."

The Naval Postgraduate School (NPS): A View to the Future. At the dawn of the 21st century, the Navy is poised at the intersection of three major movements: the Revolution in Military Affairs (RMA), the Revolution in Business Affairs (RBA) and the Revolution in Educational Affairs (REA). The great advances that are taking place in the worlds of information technology and networking drive all three movements. NPS is well positioned to provide the Navy with the specialized, advanced education needed to be effective in the new century.

The Navy has embraced Joint Vision 2010, Joint Vision 2020 and Network Centric Operations as the organizing principles for future naval developments, and as the linchpins of the RMA. These principles clearly imply that the future operating environment for our forces will be dominated by speed and agility: the speed with which we can understand our environment; the speed with which we share that understanding; the speed with which we make decisions; and the speed and agility with which we can execute to achieve our desired effects.

The Navy is also seeking to fundamentally change the supporting business practices of the department. The goal of the RBA is to deliver state-of-the-art capability from modern and creative acquisition and support organizations, building upon lessons learned from the best industry practices.

The REA is less talked about, but it is no less important to the future. In the broadest sense, the REA is the creation, delivery and use of knowledge based upon the most effective teaching, learning and information retrieval practices. It is the key to future readiness, as it will provide officer and enlisted forces the means to effectively deal with changes required by new technologies, reduced manning and the rapid pace of innovation.

Joint Vision 2010 and 2020 recognize that high quality people, innovative leadership and the right organizational structure are needed to prepare joint warriors for the challenges of the future battle space. To develop the ideas introduced in Joint Vision 2010 and 2020 for network centric operations, we need a high percentage of officers with a graduate level understanding of science, technology and management, along with a thorough understanding of systems engineering and integration. We need to develop an officer corps with strong analytical and technical skills in areas of simulation science, operational analysis, information and decision sciences, organizational management, management of technology, systems engineering and integration, and regional security studies.

NPS is responding to these challenges by realigning its education and supporting research programs to achieve three major goals: 1) academic programs that are nationally recognized and support the current and future operations of the Navy and Marine Corps, our sister services and our allies; 2) centers that focus on the integration of teaching and research in direct support of the four pillars of Joint Vision 2010 and 2020 and their enabling technologies; and, 3) executive and continuing education programs that support continuous intellectual innovation and growth throughout an officer's career.

The Naval Studies Board concluded that education is a generator of readiness with a high rate of return on investment. NPS is the cornerstone of military-relevant, graduate-level education for our Naval services, other U.S. militaries and our allies. We are a highly focused, pragmatically oriented research university dedicated to excellence in teaching, research and service in pursuit of providing the knowledge required of our forces today and tomorrow.

Naval Postgraduate School

The Naval Postgraduate School (NPS) is located in Monterey, Calif., on the central coast of California, centered around what was the historic Del Monte Hotel. This beautiful location provides many wonderful things for families to do. Monterey is within driving distance of Carmel, Big Sur, San Francisco, Lake Tahoe, Yosemite, and both the Napa Valley and Monterey County wine countries. Monterey itself offers stunning scenery, a world class aquarium, Laguna Seca Raceways, beautiful beaches and some of the best golf courses in the world. Although studies at NPS are conducted year-round, two-week academic breaks in the summer and winter offer the opportunity for officers to take leave and experience all there is to do on the Central Coast.

Over 500 Navy students as well as 700 officers from other services and nations attend each year. NPS offers a wide variety of technical and non-technical curricula, including Financial Management, Aeronautical Engineering, Space Systems Engineering, Undersea Warfare, Information Systems Technology, Computer Science, Combat Systems, Electrical Engineering, Mechanical Engineering, Operations Research and National Security Affairs.

Over 30 degree programs are offered at NPS. Consult the NPS catalog to ascertain your eligibility and to see which curriculum offers particular degree programs.

NPS is working to bring education to you. Visit the NPS Web Site at <http://www.nps.navy.mil/>. You will find the

NPS catalog, information about each curriculum, requirements for entry and typical jobs in each sub-specialty. You can also order a NPS catalog if you prefer your personal copy.

If you have orders or are anticipating orders to NPS, visit the Web Site's housing information section. There you will find information about on-base and off-base housing; BAH rates for the Monterey Peninsula; local schools and available child care facilities.

NPS alumnus, we are asking that you also visit the NPS Web Site. The Alumni Relations Office is seeking to establish localized alumni chapters all across the country. Find out what fellow graduates are accomplishing, and let us know what exciting achievements you have accomplished.

Joint Professional Military Education at NPS. Naval War College has partnered with NPS to offer officers in residence at NPS the opportunity to complete JPME Phase I while earning their master's degree at NPS. Phase I will be earned by students who complete the entire three-course sequence of NWC courses: Strategy and Policy, National Security Decision Making and Joint Maritime Operations. Currently, only Strategy and Policy is required to be completed by all Department of the Navy officers. National Security Decision Making and Joint Maritime Operations are available as electives. For further information, contact the Naval War College office at NPS via E-mail at jpme@nps.navy.mil or the curriculum officer of the program you wish to attend.

The Application Process. All officers interested in attending a postgraduate program should contact their detailers to begin the process. Attending NPS or participating in any other graduate education program is contingent upon a strong professional record and past academic performance. Academic qualifications (for NPS programs) are easily determined by use of the Academic Profile Code (APC). The NPS admissions office computes the APC. To calculate your

Naval Postgraduate School Degrees Programs

Master of Arts Degrees

International Security and Civil Military Relations
National Security Affairs

Master of Science Degrees

Aeronautical Engineering
Applied Mathematics
Applied Physics
Applied Science
Astronautical Engineering
Computer Engineering
Computer Science
Contract Management
Defense Analysis
Electrical Engineering
Engineering Acoustics
Engineering Science
Information Systems Tech.
International Resource Planning and Management
Leadership and Human Resource Development Mgt

Master of Science Degrees (cont)

Materials Science and Engineering
Mechanical Engineering
Meteorology
Meteorology and Physical Oceanography
Modeling Virtual Environments and Simulation
Operations Research
Physical Oceanography
Physics
Program Management
Software Engineering
Space Systems Operations
Systems Engineering
Systems Technology
Engineer Degrees (Typically requires one year of study beyond the Master's Degree)
Aeronautical and Astronautical Engineer
Electrical Engineer
Mechanical Engineer

APC, they must have your undergraduate transcripts. To check your APC, first look at block 47 on your ODC. If your APC is not reflected on your ODC, contact NPS to be sure they have your transcripts. The NPS Web Site describes how your APC is determined. Have no fear, NPS offers a strong refresher program to bring you up to speed for our programs. Again, ask your detailer for orders to NPS in beautiful Monterey, Calif.; your entire family will love it!

The NPS admissions office number is DSN 878-3093, Comm (831) 656-3093. If you have been commissioned in the past few years, they may not have had the chance to compute your APC yet. Don't worry; when it comes time to go to school, we can have it done for you. An explanation of the APC is also found in enclosure (3) to OPNAVNOTE 1520. If you are planning to attend any school other than NPS, you will have to apply to the school on your own – the Graduate Record Exam (GRE) is usually required instead of your APC.

Civilian Universities. Many limited enrollment curricula necessary to meet subspecialty needs of the Navy are not offered at NPS, but are taught at civilian universities and are fully funded by NPS. A list of these curricula and schools is included in OPNAVNOTE 1520 (found at <http://www.nps.navy.mil/code031a/>) or in the NPS catalog (<http://nps.navy.mil/>).

Graduate Education Voucher (GEV) program. Details regarding the Graduate Education Voucher Program are delineated in NAVADMIN 251/99. As per the NAVADMIN, eligible officers are: O3 to O6 active duty URL officers in the aviation, surface and submarine communities with demonstrated superior performance and upward career mobility. Applicants should be able to complete a master's degree program within two years during their off-duty time. Officers with a previously earned master's degree are not eligible for the GEV program.

GEV funding is authorized for Navy-relevant master's degree programs that meet the requirements of at least one approved Navy subspecialty as verified by the Naval Postgraduate School. Approved subspecialties may be granted for degrees earned at educational institutions accredited by a regional accrediting agency recognized by the U.S. Department of Education. Further questions regarding qualifying programs should be directed to the Naval Postgraduate School Civilian Institutions (CIVINS) Program Office; the numbers are listed at the end of this section.

Officers interested in the GEV program for FY01 should submit a written request to their detailer using the format in the NAVADMIN. The application deadlines have been removed in this now continuous enrollment program, so talk to your detailer today. Navy Personnel Command (PERS 41/42/43) will review applicants' performance records and propose nominees to corresponding community leadership (CNO N76/77/78) for final selection. NPC will inform selected officers and forward the officers' information to NPS, Director of CIVINS. NPS will provide selected officers additional guidance on necessary actions/procedures, including how to ensure GEV funds will pay for your education each term.

For more information concerning the application process and a listing of previously approved programs, visit the CIVINS Web Site at <http://www.nps.navy.mil/code031a> or contact your detailer or NPS, Code 031A at DSN 878-4654/2319, Comm (831) 656-4654/2319 or E-mail at 031a@nps.navy.mil.

Naval War College Mahan Scholars Program. The Mahan Scholars program is a 13-month honors program in strategic studies at the Naval War College. A Mahan Scholar will complete the NWC curriculum in National Security Decision-Making and Strategy and Policy during the first two trimesters. During the third trimester, Mahan Scholars will do their advanced research project with an elective in Joint Professional Military Education. For example, during the 1999-2000 school year, the Mahan Scholars' research project was to prepare a strategy for the network-centric employment of the "Navy after Next" in the Asian Pacific. Throughout the academic year, the scholars work closely with the teaching departments, the War Gaming and Decision Strategy Departments and the Secretary of the Navy's Current Strategy Forum. In its second year, this program ultimately seeks to involve the scholars in a broad and deep strategic process, while stimulating each officer's intellectual growth. The program is designed for post-command officers in grades O5/O6 who are eligible for assignment to the College of Naval Warfare (War College Senior Course). Upon successful completion of the program, each scholar will receive a Master's of Arts degree in National Security and Strategic Studies. The course runs from the beginning of July to the following August. Scholars are nominated by select Navy flag officers and designated for the program by the CNO. For additional information, contact your community manager/detailer. □

Selection Boards

{PERS-85}: DSN 882-3252, Comm (901) 874-3252

{PERS-311}: DSN 882-3313/3315/3316, Comm (901) 874-3313/15/16

{PERS-86 (Reserves)}: DSN 882-4525, Comm (901) 874-2675

Understanding The Process. Two of the fundamental aspects of every officer's career are promotion and screening, yet the selection board process seems to be one of the least understood.

Do you know how selection boards determine who gets promoted/selected? Do you know which records selection boards use to determine this? Do you know the differences between administrative and statutory boards?

You should be able to answer "yes" to all of these questions, as they identify important information for the professional growth of you and your subordinates.

Statutory vs. Administrative. Statutory boards include promotion (including special and spot promotion), selective early retirement (SERB) and the various continuation boards. All other boards are administrative. Statutory boards are governed by law, primarily Title 10 of the U.S. Code. Administrative boards are governed by instruction or policy. Statutory boards are convened by SECNAV, Administrative boards are convened by the Chief of Naval Personnel (CNP) or Commander, Navy Personnel Command (CNPC).

Statutory board results are approved by the President, SECDEF and SECNAV. Administrative boards are approved by CNP/CNPC.

Membership on statutory boards is set by statute and SECNAVINST 1401.3 (which is very specific as to designator mix and paygrade). Membership requirements for administrative boards are determined by the board sponsor.

The Precept. A precept is a document, signed by the convening authority and directed to the president of the board, giving general and specific guidance to the board regarding the criteria upon which their selections should be based. The precept is the only guidance for selection provided to a board.

Using the precept as guidance, the only other sources of information about an officer allowed for consideration by a statutory board are the following:

*microfiche – contains your FITREPs, picture, personal awards and other matters of official record.

*Performance Summary Record (PSR)/Officer Summary

Record (OSR) – your career resume containing a summary of your microfiche.

*any correspondence the officer submits to the board about their record.

Administrative boards work the same, except for those boards requiring an application package (i.e., the LDO/CWO Inservice Procurement, Federal Executive Fellowship (FEF), Test Pilot, Lateral Transfer/Redesignation, etc.), which is also reviewed by board members.

No information other than what is listed above is allowed to be discussed or presented before a board.

The mission of any board is to select those "best qualified" based on performance. Additional guidance in the precept addresses equality in the consideration of minority officers and consideration of historic pre-existing restrictions on the assignability of women officers. Language is also directed at non-traditional career paths of officers with subspecialties to ensure the future needs of the Navy are met by officers with particular skills. Also singled out in the precept for consideration by the board are an officer's performance of duty in a joint billet, and the unique career paths and needs of the Navy with respect to the Acquisition Professional (AP) community.

Administrative board precepts are standardized and mirror the language used in statutory boards. Precepts for administrative boards may also contain an additional section that provides specific guidance to the board, tailored for that particular board's function. This may include quotas or numbers to select, including alternates; additional program eligibility criteria; amplification of unique career paths, or other information deemed necessary by the board sponsor.

Administrative boards make selections which were once made by committees within NPC or by detailer action. The evolution of the administrative board process into its current formal nature ensures an extremely fair and impartial appraisal of officer records. Administrative boards are pivotal to most officers at one or more points in their career. Prepare for an administrative board as diligently as you would for a promotion board. Review your microfiche, PSR/OSR and Officer Data Card (ODC) for accuracy well in advance of the board. Your PSR/OSR is particularly crucial because it is used to present your

record in "The Tank." The entire board sees only your PSR/OSR. A briefing officer (who presents your record to the entire board) is immediately on the defensive if he/she must explain a poor first impression made by an inaccurate PSR/OSR. Also, ensure your photograph is current and in the correct uniform.

Are administrative boards important and can they affect your standing in a promotion board still three to four years away? Absolutely. Virtually all officers in all designators have career milestones they must meet to maintain upward mobility within their communities. Many of these career milestone opportunities are determined through administrative board action. You must succeed in the administrative board selection process to remain truly competitive for your next statutory board.

The following example illustrates the typical promotion (statutory) board process, although the administrative board process is virtually the same.

Convening The Board. Promotion boards are convened by SECNAV as authorized by statute. SECNAV provides (via ALNAV) the board schedule and promotion zones at least 30 days before the first scheduled convening date for selection boards of the next fiscal year (see pages 19-20 for board dates). Although they are for FY02, board dates do not change much from year to year.

Preparation. Preparation for a promotion board begins four months before its convening date. The initial list of eligible officers is compiled and modified as required. The eligible list is continually synchronized with an official automated database to ensure consideration of all candidates. The master file is queried six weeks prior to the board convening for FITREP continuity. Messages are sent for those missing. If you receive a message, be sure to send missing FITREPs to the requester – usually PERS-322, and not your detailer. One week before the board convening date, assistant recorders review the record of each candidate, transcribe late-flowing data onto the PSR/OSR, and ensure FITREP continuity for at least the last five years.

Board members then arrive at NPC and convene the board. Board membership is secret until the board convenes. Members are specifically directed not to visit detailers prior to or during board deliberations. The process is designed to ensure a level playing field for all involved. As stated previously, board membership is carefully balanced to represent the demographics of all the candidates in the selection zones.

The precept is discussed and the board gets to work. The initial step is the individual record review. Again, each service record is made up of three parts – microfiche, PSR/OSR and any correspondence from the individual.

The board considers carefully, without prejudice or partiality, the record of every eligible officer. The officers selected are those whom a majority of the members of the board consider best qualified for promotion, giving due consideration to the needs of the Navy for officers with particular skills. In addition to the standard of best qualified, all officers recommended for promotion must be fully qualified; that is, each officer must be capable of performing the duties of the next higher grade. The "best and fully qualified" standard is applied uniformly to all eligible officers whether below, in or above the promotion zone.

In "The Tank." After the records review phase, the board moves on to the next step – the selection phase. For this phase, most boards move into a room called "The Tank" (a private, theater-like room where all the members discuss and vote on candidates). The annotated PSR/OSRs (see pages 25-27) are projected onto large screens in the tank, and each record is briefed by the board member who reviewed the candidate's microfiche. The board, using the precept as guidance, recommends (within the numbers authorized) those candidates it considers "best qualified" for selection.

After the briefing officer has discussed the candidate and all questions have been asked and answered, each member uses a "secret ballot" computer keypad located on the arm of their seats to vote a confidence level for the selection of the candidate. Each member can vote either 100 percent (the member is 100 percent sure the candidate should be selected), 75 percent, 50 percent, 25 percent, or 0 percent (the candidate should NOT be selected). After all the votes are cast, a computer in the tank combines them into an overall confidence rating, which is then displayed as a percentage on a monitor for all the board members to see.

The confidence rating of each candidate is recorded and then ranked after all the records have been reviewed. The board president then selects a number of the records from the top scorers to be "tentatively selected." The president will propose this selection as a motion to the entire board. The board will either vote on the motion or members will offer counter-proposals. Which-ever proposal is accepted, it is accepted by a majority

vote of all the members. This same scenario is repeated when the board attempts to determine which number of the bottom scoring candidates should be "dropped from further contention."

All the candidates between the "selected" and "dropped" scores are then re-reviewed. Each candidate receives another confidence rating and the process starts over again. Several "tank" sessions are usually required before the board comes up with the final number of candidates they believe are best qualified for promotion.

Releasing The Results. The board completes its deliberations and votes to confirm the tentative selections. The board then provides a select list to SECNAV via the chain of command (as seen in figure 1 on the right), and it is subsequently approved by SECDEF. A select ALNAV message is then released (usually 12-16 weeks after the board adjourns). Results will also be available on BUPERS Access and the BUPERS Web Site. Under the normal promotion phasing plan, five percent of the O4/O5/O6 selectees will be promoted in each of the first eight months (40 percent), and 15 percent in each of the last four months (60 percent) of the fiscal year. For those officers selected to LCDR and above, Senate confirmation is required before promotion. Frocking is not authorized unless specified by separate NAVADMIN.

At the end of every month, a NAVADMIN message announces the promotees for the first day of the following month. On that date, an officer whose name appears on the message is considered to have accepted the promotion unless it is specifically declined. However, the promotion document (NAVPERS 1421/7) is still required whether accepting or declining the promotion.

Corresponding With The Board. Although the recorders check for current and complete FITREPs, you owe it to yourself to make sure the board has your complete and accurate record. Six months before a board for which you are eligible convenes, you should request any documents you may need to review (see the Reference Corner on the back cover.)

Documents you receive after you have reviewed your record (such as FITREPs, personal awards, etc.) should be copied and forwarded in a letter to the president of your selection board. Any corrections you have made to your record should also be mentioned. A command endorsement of your letter to the president of the board is not necessary. Only those officers who are eligible before a selection board may correspond with the

president. Any endorsement or letter written on your behalf must go via you, or it will be returned to the originator. All correspondence must be received by the board convening date. All late correspondence will be returned.

If you have any questions about the Active Duty promotion/selection process, contact PERS-85 (Officer Promotions Division) at DSN 882-3252, Comm (901) 874-3252. If you have any questions about reserve promotions/selections, contact PERS-86 at DSN 882-4525, Comm (901) 874-4525. You may also check out the BUPERS Web Site at <http://www.bupers.navy.mil>, choose Selection Boards (either Line or Staff Officer) and go to the appropriate page. □

Figure 1

STEPS IN THE CHAIN	REVIEWING OFFICIAL ACTION
CNP	REVIEW BOARD RESULTS, RECOMMEND NOMINATION OR DEFERRAL* FOR INDIVIDUAL OFFICERS
OFFICE OF THE JUDGE ADVOCATE GENERAL	REVIEW BOARD REPORTS FOR LEGALITY OF PROCESS, REVIEW AND COMMENT ON ANY CASES OF SPECIAL INTEREST
VCNO/CNO	REVIEW BOARD REPORTS AND RECOMMENDATIONS MADE BY CNP, PROVIDE ADDITIONAL COMMENT/RECOMMENDATIONS IF APPROPRIATE
SECNAV	APPROVE AND FORWARD THE RECOMMENDATIONS FOR NOMINATION TO THE SECRETARY OF DEFENSE, DEFER* RECOMMENDATIONS FOR NOMINATION AS DEEMED APPROPRIATE
JOINT CHIEFS OF STAFF	REVIEW BOARD REPORT FOR COMPLIANCE WITH JOINT OFFICER MANAGEMENT STATUTES (LCDR AND ABOVE ONLY)
OSD	APPROVE BOARD RESULTS, THIS IS THE FINAL STEP FOR LT BOARDS. THE ALNAV ANNOUNCING SELECTION IS RELEASED AFTER OSD APPROVAL. FOR LCDR THROUGH CAPT BOARDS, FORWARD RECOMMENDATION TO THE PRESIDENT TO NOMINATE OFFICERS FOR PROMOTION
PRESIDENT OF THE UNITED STATES	NOMINATE THE OFFICERS FOR SENATE CONFIRMATION
SENATE	CONFIRM THE NOMINATION OF OFFICERS TO EFFECT PROMOTION

*If an officer's name is deferred from the nomination process, he/she will be informed of the action as soon as the selection list is announced. The officer will be afforded an opportunity to comment on the circumstances in question before a final decision regarding nomination for promotion is reached.

Navy Wide Priority Shore Duty

Check out a new service, Available Navy Wide Priority Shore Based Officer Billets, on the BUPERS Web Site. This service offers a list (updated weekly) of shore duty billets that PERS-44 has identified as priority fills for the next six months. The information is available at <http://www.bupers.navy.mil/pers44/prifills.htm>. □

FY02 Selection Board Schedule

Board	Board Title	Sponsor	Convene	Adjourn
5	Foreign Area Officer	PERS 442	20Oct00	6Oct00
10	Fleet Support Officer Major Command	PERS 4419	30Oct00	5Oct00
15	Active Special Board	PERS 85C	26Oct00	27Oct00
16	1st Quarter Spot Promotion	PERS 85C	26Oct00	27Oct00
25	Reserve O8 Staff (SHCE, SC, CEC)	N1R	11Oct00	12Oct00
30	Navy Doctoral Studies Program (PHD)	PERS 440	16Oct00	18Oct00
35	TAR Transfer/Redesignation #1	PERS 4417	16Oct00	20Oct00
40	Transfer/Redesignation #1	PERS 811	16Oct00	20Oct00
45	Aviation Major Command	PERS 43B	16Oct00	20Oct00
50	Joint Specialty Officer (JSO)	PERS 45J	23Oct00	27Oct00
55	Supply Corps Commander Sea Screen	PERS 4412	23Oct00	27Oct00
60	Reserve O7 Staff (MC, DC, MSC, SC)	N1R	30Oct00	3Nov00
65	Federal Executive Fellowship (FEF)	PERS 440	30Oct00	3Nov00
66	Pol-Mil Master's Degree Program	PERS 440	30Oct00	3Nov00
67	A. S. Moreau Post Master's Program	PERS 440	30Oct00	3Nov00
68	Fleet NROTC Scholarship Program	PERS 440	30Oct00	3Nov00
69	Olmsted Scholarship Program	PERS 440	30Oct00	3Nov00
70	Executive Training Program (ETP)	PERS 440	30Oct00	3Nov00
20	Reserve O8 Line	N1R	2Nov00	3Nov00
75	Medical Service Corps Inservice Procurement	PERS 811	6Nov00	9Nov00
80	Naval Junior Reserve Officer Training Corps (NJROTC)	CNET	6Nov00	9Nov00
85	Surface Warfare Major Command	PERS 41A	13Nov00	17Nov00
90	TAR Aviation Officer in Charge	PERS 4417	13Nov00	17Nov00
95	Active E8/9 Special Selection Board	PERS 852	13Nov00	17Nov00
100	Active O8 Line	PERS 00F	15Nov00	16Nov00
101	Active O8 Line (AEDO)	PERS 00F	19Mar00	19Mar00
105	Active O8 Staff	PERS 00F	7Feb01	7Feb01
110	Reserve O7 Line	N1R	4Dec00	8Dec00
111	TAR O7 Line	N1R	4Dec00	8Dec00
120	Fleet Support Officer CO/XO Screen	PERS 4419	4Dec00	8Dec00
125	Command Master Chief Screen #1	PERS 40FF	4Dec00	6Dec00
195	Active O7 Line	PERS 00F	4Dec00	8Dec00
126	Senior Enlisted Academy Screen #1	PERS 40FF	6Dec00	8Dec00
130	Surface Warfare Commander Command	PERS 413	11Dec00	19Dec00
135	CNRC REIP	CNRC	7Dec00	7Dec00
140	Medical Service Corps Duty Under Instruction	PERS 4415	11Dec00	15Dec00
145	Submarine Warfare Major Command Screen	PERS 423	12Dec00	13Dec00
150	Nurse Corps Duty Under Instruction	PERS 4415	11Dec00	15Dec00
151	NC MSC Continuation	PERS-4415	15Dec00	15Dec00
155	Medical Enlisted Commissioning Program	PERS 811	11Dec00	15Dec00
146	Submarine Warfare Department Head Screen	PERS 423	13Dec00	15Dec00
160	Active O6 Line	PERS 85	10Jan01	19Jan01
161	Active O5 Line Continuation	PERS 813	10Jan01	19Jan01
165	Reserve O6 Line	PERS 86	16Jan01	26Jan01
166	TAR O6 Line	PERS 86	16Jan01	26Jan01
170	Active O6 Staff	PERS 85	22Jan01	26Jan01
171	Active O5 Staff Continuation	PERS 813	22Jan01	26Jan01
175	2nd Quarter Spot	PERS 85C	25Jan01	26Jan01
176	Active Special Board	PERS 85C	25Jan01	26Jan01
180	Active Limited Duty Officer/Chief Warrant Officer IP	PERS 811	29Jan01	16Feb01
185	CNRC Career Recruiter Force	CNRC	31Jan01	2Feb01
190	Acquisition Professional Community #1	PERS 447	1Feb01	2Feb01
200	Active O7 Staff (NC, MC)	PERS 00F	6Nov00	8Nov00
201	Active O7 Staff (SC)	PERS 00F	6Nov00	8Nov00
205	Reserve E8/9	PERS 862	12Feb01	23Feb01
210	Active E9	PERS 852	20Feb01	9Mar01
215	Active O3 Judge Advocate General Corps (JAGC)	PERS 85	22Feb01	23Feb01
216	Active O3 Chaplain Corps (CHC)	PERS 85	22Feb01	23Feb01
217	Law Education Program (LEP)	PERS 4416	22Feb01	23Feb01
220	Test Pilot #1	PERS 446	27Feb01	2Mar01
225	Reserve O5 Line	PERS 86	5Mar01	16Mar01
226	TAR O5 Line	PERS 86	5Mar01	16Mar01
230	Active O5 Line	PERS 85	6Mar01	23Mar01

231	Active O4 Line Continuation	PERS 813	6Mar01	23Mar01
235	Active E8	PERS 852	12Mar01	6Apr01
240	Transfer/Redesignation #2	PERS 811	26Mar01	30Mar01
245	Reserve O6 Staff	PERS 86	2Apr01	6Apr01
246	TAR O6 Staff	PERS 86	2Apr01	6Apr01
250	Reserve O5 Staff	PERS 86	2Apr01	6Apr01
251	TAR O5 Staff	PERS 86	2Apr01	6Apr01
255	Naval Special Warfare CO/XO Screen	PERS 415	9Apr01	13Apr01
260	3rd Quarter Spot Promotion	PERS 85C	12Apr01	13Apr01
261	Active Special Board	PERS 85C	12Apr01	13Apr01
265	Active O5 Staff	PERS 85	17Apr01	23Apr01
266	Active O4 Staff Continuation	PERS 813	17Apr01	23Apr01
270	Surface Warfare LCDR CO/XO Screen	PERS 413	18Apr01	27Apr01
275	Active O4 Line	PERS 85	24Apr01	11May01
276	Active O3 Line Continuation	PERS 813	24Apr01	11May01
280	AIMD Major Command	PERS 446	25Apr01	27Apr01
285	Reserve O4 Line	PERS 86	30Apr01	11May01
286	TAR O4 Line	PERS 86	30Apr01	11May01
290	Active E7 Special	PERS 852	30Apr01	4May01
295	NASA Astronaut	PERS 446	30Apr01	4May01
300	Active O3/O4 Staff	PERS 85	14May01	25May01
301	CEC Post Graduate Education Screen	PERS 4413	14May01	25May01
302	Supply Corps Post Graduate Education Screen	PERS 4412	14May01	25May01
303	Active O3 Staff Continuation	PERS 813	14May01	25May01
305	CNRC Career Recruiter Force	CNRC	16May01	18May01
310	Command Master Chief Screen #2	PERS 40FF	21May01	22May01
315	Reserve Limited Duty Officer/Chief Warrant Officer IP	PERS 911	21May01	25May01
320	Naval Junior Reserve Officer Training Corps (NJROTC)	CNET	21May01	25May01
325	TAR Transfer/Redesignation #2	PERS 4417	21May01	25May01
311	Senior Enlisted Academy Screen #2	PERS 40FF	23May01	25May01
330	Active Chief Warrant Officer 3/4	PERS 85	4Jun01	8Jun01
331	Active Chief Warrant Officer 2/3 Continuation	PERS 813	4Jun01	8Jun01
335	Reserve E7	PERS 862	11Jun01	29Jun01
340	Reserve O4 Staff	PERS 86	11Jun01	15Jun01
341	TAR O4 Staff	PERS 86	11Jun01	15Jun01
345	Reserve O3 Staff	PERS 86	11Jun01	15Jun01
346	TAR O3 Staff	PERS 86	11Jun01	15Jun01
350	Submarine Warfare CO/XO Screen	PERS 42B	18Jun01	22Jun01
355	Active O3 Line	PERS 85	25Jun01	29Jun01
360	Active E7	PERS 852	5Jul01	3Aug01
365	Reserve O3 Line	PERS 86	16Jul01	20Jul01
366	TAR O3 Line	PERS 86	16Jul01	20Jul01
370	VADM Stockdale Leadership Award	N131L1	26Jul01	26Jul01
375	4th Quarter Spot Promotion	PERS 85C	26Jul01	27Jul01
376	Active Special Board	PERS 85C	26Jul01	27Jul01
380	Test Pilot #2	PERS 446	31Jul01	3Aug01
385	Reserve Chief Warrant Officer 3/4	PERS 86	6Aug01	10Aug01
390	Reserve Aviation Commander Command	PERS 4417	6Aug01	10Aug01
395	Oceanographer Commander Command	PERS 449	27Aug01	31Aug01
400	Permanent Military Professor	PERS 444	27Aug01	31Aug01
405	Medical Dept. CO/XO Screen	PERS 4415	4Sep01	7Sep01
410	Intell Officer Commander Sea	PERS 4411	10Sep01	14Sep01
415	Reserve Major Command	PERS 4417	10Sep01	14Sep01
420	Acquisition Professional Community #2	PERS 447	10Sep01	14Sep01
425	Cryptologist Commander Command	PERS 4410	11Sep01	13Sep01
430	Surface Warfare Department Head Screen	PERS 412	17Sep01	21Sep01
435	Aviation Commander Command	PERS 432	17Sep01	28Sep01
440	Seaman to Admiral	PERS 811	17Sep01	28Sep01
445	Medical Service Corps Duty Under Instruction	PERS 4415	17Sep01	21Sep01
450	CNRC Career Recruiter Force	CNRC	20Sep01	21Sep01 □

Microfiche

{PERS-313DB}: DSN 882-3414, Comm (901) 874-3414; Fax (901) 874-2664

Your Microfiche Record

Navy Personnel Command maintains an electronic personnel record via EMPRS for every Navy active duty member and reservist. However, if requested, you can receive a microfiche copy of your electronic record.

An officer's personnel record is a compilation of up to five separate microfiche, designated Fiche 1 through Fiche 5. Officers who are prior enlisted have an additional record consisting of Fiche 1E through 3E. Each fiche has the name, SSN and fiche number at the top. Each fiche has seven rows of images (A through G) and 14 columns.

Do not assume that NPC will review all records and notify members of missing documents. You should order a copy of your microfiche record at least six months before any selection board for which you are eligible. You can review your record electronically in the records review room at NPC in Wood Hall (Bldg 769), Rm. K615, or you can request a microfiche copy by mail or fax. NAVPERS 1070/879 is the official form used to order a copy of your microfiche record. Ensure you include a correct return address, telephone number, name, rank, SSN and signature. You cannot order microfiche by phone or E-mail because your signature is required. The order form is available on the BUPERS Web Site (<http://www.bupers.navy.mil>) under "selection boards."

If a command has more than one individual eligible for an upcoming selection board, the command can order multiple records. The request is required to be on letterhead, signed by direction and have the name, grade and social security number of each individual.

When reviewing your record, remember that active duty promotion boards screen information that appears on Fiche 1, 2, 4 and 5. Selection board records are pulled one to three months before the convening date.

Officer Records, Fiche by Fiche

Fiche 1: Photo, five rows of FITREPs and two rows of awards. If there are additional FITREPs or awards they are contained on trailer fiches (T01, T02, etc.). Letters of commendation will not be retained in the microfiche record. They should be noted in FITREPs. However, copies of these letters may be sent to selection boards as part of a letter to the board.

123-45-6789	1
JONES, JOHN P	
A	PHOTO AND FITNESS REPORTS
B	
C	
D	
E	
F	COMMENDATORY DATA, MEDALS, AWARDS, CITATIONS

Fiche 2: Education (transcripts, diplomas and military correspondence courses); qualifications (designator qualifications; not command qualifications such as OOD, CDO, etc., which should be noted in FITREPs); appointments and promotions; reserve status (USNR appointment, reserve officer performance record); service determination (statements of service, DD-214s, separation letters); miscellaneous professional history.

Fiche 3: Security/personal history; record of emergency data; record changes (SSN/name changes); personal background data (home of record, casualty data); miscellaneous personal data (medical forms, physicals, SGLI beneficiary form).

Fiche 4: Orders (new appointment, first duty, inactive duty, active duty for training, recall to active duty and separation).

Fiche 5: Privileged information (medical board cover letters, POW data, adverse data – NJP letters, administrative/punitive letters, detachment for cause).

If you have any questions, please call:

Microfiche Customer Service: DSN 882-3413/3415/
3416, Comm (901) 874-3413/3415/3416

Microfiche Fax Ordering: DSN 882-2664, Comm (901)
874-2664

Mailing address for placing microfiche orders:
NAVY PERSONNEL COMMAND
PERS-313C
5720 INTEGRITY DRIVE
MILLINGTON TN 38055-3130 ☐

Performance Summary Record (PSR)

Now that you understand how the selection board process works, the following information will demonstrate how boards use the Performance Summary Record (PSR) to make their selections. In our example, LCDR Jones applied for the Foreign Area Officer selection board. Using the data already shown (microfiche and FITREP), the following PSR examples show how this information is tied together for the board's use.

The Performance Summary Record (PSR) is an administrative tool used to reduce a selection board's workload. The PSR summarizes an officer's professional and performance history – in essence, it is an officer's resume to the selection board. The person who briefs your record in "the tank" actually briefs the PSR that is shown on the five screens in "the tank." The PSR consists of the cover page (page 25) and FITREP detail pages to document the old system reports and the new system reports. The old FITREPs are documented by the "old" performance summary record format.

Let's walk through a sample PSR for "LCDR Jones" and look at his career as a selection board member would do.

The PSR Cover Page

When a board reads a PSR, it starts with the cover page. The comments in our example (page 25) used to be handwritten by the briefer during selection boards prior to EMPRS coming online. As you can see, comments are now typed on the PSR image shown on their screen. The circles and lines are now drawn using computer graphics, and there is no need for a pencil since there is no paper. The briefer (the board member who reviewed LCDR Jones' record) made these remarks to highlight important points in LCDR Jones' career to the other board members when they are voting in "the tank."

Apart from the standard information (name, SSN, birth date, etc.) at the top, the biggest eye catcher is the primary grade assigned to the record ("B ++") by the briefer (Board Member 23). That represents the briefer's view of how LCDR Jones' record compares with others they have seen. The other board members make their own determination of how LCDR Jones' record compares.

The briefer circled the master's degree entry (believing it merits special attention due to it being in Foreign Affairs, and LCDR Jones earned it while he was on

shore duty at BUPERS after regular duty hours) and the EOOW qualification (because he earned it during his OPS DH tour on USS FLETCHER). The briefer also notes the Navy and Marine Corps Achievement Medal LCDR Jones earned in the middle of his tour on USS HALSEY. During pre-board preparations, an assistant recorder has corrected the number of Navy and Marine Corps Commendation Medals to four, thanks to LCDR Jones sending a copy of his latest award.

The lower right-hand corner of the cover page contains the briefer's summary of LCDR Jones' tour, based on a detailed review of all his FITREPs. The "LETTER TO THE BOARD" is put on the cover page because LCDR Jones checked his microfiche and PSR, and noticed that several documents were missing. LCDR Jones sent those documents in his letter to the President of the Board. These documents were scanned into the selection board module as correspondence. Again, selection boards are paperless! The briefer's recommendation to the board is the last comment, a very favorable one.

A look at the "old system" FITREPs in the PSR

Page two of the OSR proper (page 26) may seem cryptic, but it tells board members a lot about FITREP trends in a short space. Reading left to right on the first line, we see that Jones was an ENS (1) on USS HALSEY (CG 23) as the Communications Officer. The report opening date was January 1987, covering a five-month period, and CAPT (6) Gregg was the reporting senior. ENS Jones earned (9) As and (4) Bs in the "Specific Performance" category. The raised tick marked number (9-) was his average mark for that category. In the "Comparison" category, among the eight (5+3) URL ENSs on USS HALSEY at that time, the raised (5-) means ENS Jones was among the five who received an overall A grade. So the board knows that, in a competitive ranking, ENS Jones was no worse than five of eight ENSs.

In the "Desirability" category, ENS Jones received (4) As and (1) B. The "Promotion" category tells the board more about where ENS Jones broke out within his own wardroom. CAPT Gregg chose (3) officers in the "E" block to recommend for accelerated promotion ("rap"); and we see from the (X) in the P block (regular promotion) that ENS Jones wasn't one of the three. This tells the board he was at best four of eight ENSs. When you combine this information with the "Comparison" category data, you can see that CAPT Gregg is rating ENS

Jones in the middle of the pack within the wardroom (which is called making him a "pack player").

Under the "Traits" category, ENS Jones earned (4) As and (2) Bs. The briefer thought the board would want to know that the Bs were in Military Bearing ("MB") and Imagination ("I"). The ("P/23") comment also tells us that ENS Jones passed his PRT but had a body fat percentage of 23 percent, which was over body fat standards. The (RG) tells us that this was a regular FITREP, as opposed to a special or concurrent report.

FITREP Trends. Now that you know how the board reads a single FITREP line, let's see how it may view trends across several FITREPs. The first report for Jones as a LTJG (2) dated June 1988 shows (1) B in "Specific Performance" (which does not necessarily indicate declining performance) after his second FITREP with all As. In this case, it is mitigated by the fact that it's under a new CO, CAPT McGee, and it's his first report at a new rank. The FITREP also shows that LTJG Jones is moving up in competitive standing with his peers, as he was "rapped" (/6) for the first time.

LTJG Jones is improving rapidly by his fourth report from September 1988. Not only is he "rapped," but as the briefer annotated, he was recommended for post-graduate school ("PG") and he received a mid-tour Navy and Marine Corps Achievement Medal.

By the report dated 0989, LT (4) Jones has become the number one ranked junior officer ("my #1 JO") and has received a recommendation for department head school ("DH"). LT Jones' last report on USS HALSEY shows he has become a "pack plus" junior officer. Not only is he still the number one JO on board, but he received his first Navy and Marine Corps Commendation Medal. Because his departure coincided with the regular LT reporting period, LT Jones did not get what is called a "goodbye kiss;" a glowing report and a 1 of 1 ranking (or EP under the new FITREP), which the board may or may not consider as good as being ranked against your peers.

Shore duty at BUPERS. LT Jones reports to his new job, and on his initial report is graded conservatively as the junior LT competing against a more senior LT. Board members watch for grade and duty station changes, because what may look like a decline in performance may actually be a new reporting senior's grading style or competition with a new competitive group. LT Jones' first report under CDR Dale is a "non-rapped" FITREP

against another LT who was "rapped" (meaning a 2 of 2 breakout), plus a B (in "Judgment"). The prominent arrow indicates movement "to the right," which is to be avoided. On his second report under CDR Dale, LT Jones' is now "rapped" against another LT, is awarded another NCM medal and received recommendations for future selection as an XO. The prominent arrow indicates movement "to the left," which is exactly where LT Jones wants to be headed (under the old FITREP system).

Department Head tour. All charged up, LT Jones then heads off to be OPS on USS FLETCHER (DD 992). He's ranked ("#3 of 4") on his first report, but the board realizes it's hard to shine when you first check on board, so this one is not viewed as declining. LT Jones' last three reports on USS FLETCHER show increasing improvement (something the board always looks for), and he was the number one ranked department head by the end of his tour and received his third NCM.

A look at the "new system" FITREPs in the PSR

The new FITREP system took affect in August 1995 and completely changed the FITREP and the look of the PSR. Let's walk through the first entry in this example (Page 27). LT ("O3") John Jones is attached to COMDESRON 66 (CDS 66) as Operations Officer ("OPS") and has received a FITREP beginning May 15, 1995, ("051595") and ending January 31, 1996 ("013196"). This report covers an eight ("08") month period. His reporting senior was CAPT James ("JAMES D L" "06"), who was the Commander ("COM"). For trait grades, he received three "4.0" grades and four "5.0" grades. His individual trait average was 4.57 and the reporting senior's trait grade average for this summary group was 4.80. He was in a summary group (competitive category) consisting of 10 individuals (add 5, 3 and 2 reflected in the summary line of the promotion recommendation column). The total number of LTs for which CAPT James was the reporting senior, regardless of designator (Active and Reserve, Line and Staff), was "12." CAPT James' reporting senior's cumulative average for the twelve LTs he had evaluated up to the end date of this report, (including the 10 in this summary group) was 4.82. Reporting senior cumulative averages are updated 90 days after the end date of the report. LT Jones was given a promotion recommendation of "Must Promote" ("X") along with two others in the summary group. Five individuals in the summary group were given "Promotable" recommendations and two were given "Early

Promote" promotion recommendations. The report was a regular ("RG") report, which maintained his record continuity (Concurrent and Operational Commander Reports do not count for continuity).

DESRON Staff Duty. LT Jones continued to earn competitive "break-out" FITREPs at DESRON 66 under the new FITREP system, as annotated by the entries in the graphic on page 27. During this tour, LT Jones gets promoted to LCDR and continues to be a "pack plus" player. His final FITREP from DESRON 66 impresses the board members and they put a star beside it indicating super performance, and annotate LCDR Jones' competitive ranking of #2 of 5 LCDRs and an EOT NCM (his fourth NCM).

Shore Duty at SWOS Newport. LCDR Jones' next assignment was to Surface Warfare Officer School in Newport, R.I. He hit the deckplates running, and qualified as a Master Training Specialist and screened for XO. He was also ranked #2 of five LCDRs in the Combat Systems Department (see FITREP on pages 28-29).

The likely conclusion by the Foreign Area Officer promotion board (or any statutory selection board) is that LCDR Jones is an outstanding officer and has strong command rankings and assignment recommendations, as well as several personal awards. He's progressing well professionally and is definitely competitive for selection. □

Navy Wide Priority Shore Duty

Check out a new service, Available Navy Wide Priority Shore Based Officer Billets, on the BUPERS Web Site. This service offers a list (updated weekly) of shore duty billets that PERS-44 has identified as priority fills for the next six months. The information is available at <http://www.bupers.navy.mil/pers44/prifills.htm>. □

Resignation Or Release From Active Duty (RAD)?

- USN officers will always be required to submit a resignation request in accordance with MILPERSMAN 1920-190.
- USNR officers with less than eight years of service must submit a RAD request in accordance with MILPERSMAN 1920-090.
- USNR officers with eight or more years service will submit a RAD request if they desire to maintain an inactive reserve appointment (MILPERSMAN 1920-090).
- USNR officers with eight or more years service will submit a resignation request if they no longer desire a reserve appointment (MILPERSMAN 1920-090). □

Read Perspective at the BUPERS Web Site.
Go to <http://www.bupers.navy.mil/periodicals>.

While at our Web Site, you can also sign up to receive E-mail notification when new issues of Perspective are posted.

NAME			OFFICER SUMMARY RECORD			DATE PROC:		SEQ. NUM:	
SSN	FILE NO	DESIGNATOR	DATE OF BIRTH	AGE	PROF. SERV. DATE	FOR BOARD USE			
123-45-6789		1110	640520	31					
PROM HISTORY: DATE OF RANK	CAPT.	CDR	LCDR 960501	LT 900601	LTJG 880601	ENS 860510	WARRANT		
PRESENT DUTY STATION SWOS NEWPORT RI			PRESENT BILLET INSTRUCTOR						
EDUCATION			SERVICE SCHOOLS ATTENDED						
COLLEGE U MARYLAND	MAJOR FRGN AFF	LANG PROF XX26	COURSE: DATE/WKS: 8612 16						
USNA	OFF DUTY @ BUPERS		COURSE: DATE/WKS: 9308 25						
86 BACH/1PR ECONOMICS			COURSE: DATE/WKS:						
ACTIVE DUTY BASE DATE 0586	PREVIOUS MIL SERVICE: NO	YEAR	MONTHS	HIGHEST RATE/GRD	REMARKS				
PERSONAL DECORATIONS					CG23 PACK+ BUPERS PACK DD992 PACK++ <u>STRONG TOUR OVERALL</u> <u>RECOMMEND SELECT!</u>				
NAV COM NAV ACTIV					04 MIDTOUR ON CG23				
SPECIAL QUALIFICATIONS					LETTER TO THE BOARD				
1. OOD FLT 2. EOOD GAS TURBINE 3. TAO 4. DURING OPS DH TOUR 5. 6. ON DD992					7. 8. 9. 10. 11. 12.				

23
B++

NAME: JONES, JOHN P		DESIG: 1110		123-45-6789		PAGE 1 OF 1				
GRADE	STATION	DUTY	RPT DATE	REPORTING SPECIF	PERF 1	COMPARISON	DESIRABILITY	PROMOT	TRAITS	1 REM
				0 1 2 3 4 5 6 7 8 9	0 1 2 3 4 5 6 7 8 9	0 1 2 3 4 5 6 7 8 9	0 1 2 3 4 5 6 7 8 9	0 1 2 3 4 5 6 7 8 9	0 1 2 3 4 5 6 7 8 9	0 1 2 3 4 5 6 7 8 9
1	CG23 HALSEY	COMM	0187	5	GREGG	9-4	5-3	4	4	RG
1	CG23 HALSEY	COMM	0687	12	GREGG	6-3-1	5-3	4	4	RG
2	CG23 HALSEY	COMM	0688	3	MCGEE	6-2-1	5-3	4	4	RG
2	CG23 HALSEY	COMM	0989	6	MCGEE	6-1-3	5-3	4	4	RG
3	CG23 HALSEY	CICO	0389	6	MCGEE	6-3-1	5-3	4	4	RG
3	CG23 HALSEY	CICO	0989	5	MCGEE	6-3-1	5-3	4	4	RG
3	CG23 HALSEY	CICO	0290	12	MCGEE	6-3-1	5-3	4	4	RG
3	BUPERS	PERS	0291	12	DALE	5-1-1	2-INITIAL REPORT	1	1	RG
3	BUPERS	PERS	0292	12	DALE	5-1-1	2-BUT NCM	1	1	RG
3	SNOS NEVP	STU	0293	7	DAVIS	9-6	5-3	4	4	RG
3	DD 992 FLETCHER	OPSO	0993	5	WOOD	5-3-1	4-#3 OF 4	1	1	RG
3	DD992 FLETCHER	OPSO	0294	12	WOOD	5-3-1	4-#2 OF 4	1	1	RG
3	DD992 FLETCHER	OPSO	0295	3	WOOD	5-3-1	4-#1 OF 4	1	1	RG

[illegible]

FITNESS REPORT & COUNSELING RECORD (E7-O6)

RCS BUPERS 1610-1

1. Name (Last, First MI Suffix) JONES, JOHN P				2. Grade/Rate LCDR		3. Desig 1110		4. SSN 123-45-6789	
5. ACT <input checked="" type="checkbox"/> TAR <input type="checkbox"/> INACT <input type="checkbox"/> AT/ADSW/265		6. UIC 12345		7. Ship/Station SWOS NEWPORT		8. Promotion Status REGULAR		9. Date Reported 98FEB10	
Occasion for Report 10. Periodic <input checked="" type="checkbox"/> 11. of Individual <input type="checkbox"/> 12. Reporting Senior <input type="checkbox"/> 13. Special <input type="checkbox"/>				Period of Report 14. From: 98JAN11 15. To: 98OCT31					
16. Not Observed Report <input type="checkbox"/>		Type of Report 17. Regular <input checked="" type="checkbox"/> 18. Concurrent <input type="checkbox"/> 19. Ops Ctr <input type="checkbox"/>		20. Physical Readiness P/WS		21. Billet Subcategory (if any) NA			
22. Reporting Senior (Last, FI MI) PATRICK, B B		23. Grade CAPT		24. Desig 1110		25. Title CO		27. SSN 12345 987-65-4321	
28. Command employment and command achievements. To provide a continuum of professional education and training in support of surface navy requirements that prepare officers (O1-O6) to serve at sea. LV/Transit: 98JAN11-98FEB10									
29. Primary/Collateral/Watchstanding duties. (Enter primary duty abbreviation in box.) INSTRUCTOR Instructor-09; Combat Systems Instructor-07; Master Training Specialist-04. Mentor AEGIS students-04. Responsible for providing instruction in combat systems to prospective Department Heads,									
For Mid-term Counseling Use. (When completing FITREP, enter 30 and 31 from counseling record, sign 32.)				30. Date Counseled 98JUL10		31. Counselor HARPER, D D		32. Signature of Individual Counseled <i>John P. Jones</i>	
PERFORMANCE TRAITS: 1.0 - Below standards/not progressing or UNSAT in any one standard; 2.0 - Does not yet meet all 3.0 standards; 3.0 - Meets all 3.0 standards; 4.0 - Exceeds most 3.0 standards; 5.0 - Meets overall criteria and most of the specific standards for 5.0. Standards are not all inclusive.									
PERFORMANCE TRAITS	1.0* Below Standards	2.0 Pro- gressing	3.0 Meets Standards	4.0 Above Standards	5.0* Greatly Exceeds Standards				
33. PROFESSIONAL KNOWLEDGE: Technical knowledge and practical application NOB <input type="checkbox"/>	-Marginal knowledge of rating, specialty or job. -Unable to apply knowledge to solve routine problems. -Fails to meet advancement/PQS requirements.	-	-Strong working knowledge of rating, specialty and job. -Reliably applies knowledge to accomplish tasks. -Meets advancement/PQS requirements on time.	-	-Recognized expert, sought out by all for technical knowledge. -Uses knowledge to solve complex technical problems. -Meets advancement/PQS requirements early/with distinction.				
34. EQUAL OPPORTUNITY: Fairness, respect for human worth. NOB <input type="checkbox"/>	-Displays personal bias or engages in harassment. -Tolerates bias, unfairness or harassment in subordinates. -Lacks respect for EO objectives. -Interferes with order and discipline by disregarding rights of others.	-	-Always treats others with fairness and respect. -Does not condone bias or harassment in or outside of workplace. -Supports Navy EO objectives. -Contributes to unit cohesiveness and morale.	-	-Admired for fairness and human respect. -Ensures a climate of fairness and respect for human worth. -Pro-active EO leader, achieves concrete EO objectives. -Leader and model contributor to unit cohesiveness and morale.				
35. MILITARY BEARING/ CHARACTER: Appearance, conduct, Physical fitness, adherence to Navy Core Values. NOB <input type="checkbox"/>	-Consistently unsat appearance. -Unsatisfactory demeanor/conduct. -Unable to meet one or more physical readiness standards. -Fails to live up to one or more Navy Core Values: HONOR, COURAGE, COMMITMENT.	-	-Excellent personal appearance. -Excellent demeanor or conduct. -Complies with physical readiness program, within all standards. -Always lives up to Navy Core Values: HONOR, COURAGE, COMMITMENT.	-	-Exemplary personal appearance. -Exemplary representative of Navy. -Excellent or outstanding PRT. A leader in physical readiness. -Exemplifies Navy Core Values: HONOR, COURAGE, COMMITMENT.				
36. TEAMWORK: Contributions to team building and team results. NOB <input type="checkbox"/>	-Creates conflict, unwilling to work with others, puts self above team. -Fails to understand team goals or teamwork techniques. -Does not take directions well.	-	-Reinforces others' efforts, meets personal commitments to team. -Understands team goals, employs good teamwork techniques. -Accepts and offers team direction.	-	-Team builder, inspires cooperation and progress. -Talented mentor, focuses goals and techniques for team. -The best at accepting and offering team direction.				
37. MISSION AC-COMPLISHMENT AND INITIATIVE: Taking initiative, planning, Prioritizing, achieving mission. NOB <input type="checkbox"/>	-Lacks initiative. -Unable to plan or prioritize. -Does not maintain readiness. -Fails to get the job done.	-	-Takes initiative to meet goals. -Plans/prioritizes effectively. -Maintains high state of readiness. -Always gets the job done.	-	-Develops innovative ways to accomplish mission. -Plans/prioritizes with exceptional skill and foresight. -Maintains superior readiness, even with limited resources. -Gets jobs done earlier and far better than expected.				

NAVPERFORM 1610-1 (7-98)

FITNESS REPORT AND COUNSELING RECORD (E7-O6) (cont 'd)

RCS BUPERS 1610-1

1. Name (Last, First MI Suffix) JONES, JOHN P		2. Grade/Rate LCDR		3. Desig 1110		4. SSN 123-45-6789	
PERFORMANCE TRAITS	1.0* Below Standards	2.0 Progressing	3.0 Meets Standards	4.0 Above Standards	5.0* Greatly Exceeds Standards		
38. LEADERSHIP: Organizing, motivating and developing others to accomplish goals.	- Fails to motivate, train or develop subordinates. - Fails to organize, creates problems for subordinates. - Does not set or achieve goals relevant to command mission. - Lacks ability to cope with or tolerate stress. - Inadequate communicator. - Tolerates hazards or unsafe practices. - Does not attend to welfare of subordinates.	-	- Effectively motivates, trains and develops subordinates. - Organizes successfully, solves problems as they occur. - Sets/achieves useful, realistic goals which support command mission. - Performs well in stressful situations. - Clear, timely communicator. - Ensures safety of personnel and equipment. - Routinely considers subordinates' personal and professional welfare.	-	- Inspiring motivator and trainer, consistently builds winners. - Superb organizer, great foresight, gets ahead of problems. - Leadership achievements dramatically further command mission. - Perseveres through the toughest challenges and inspires others. - Exceptional communicator. - Makes subordinates safety-conscious, maintains top safety record. - Constantly improves the personal and professional lives of others.		
NOB <input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>		
39. TACTICAL PERFORMANCE: (Warfare qualified officers only) Basic and tactical employment of weapons systems.	- Has difficulty attaining qualification expected for the rank or experience. - Has difficulty in ship(s), aircraft or weapons systems employment. - Warfare skills in specialty are below standards compared to others of same rank and experience.	-	- Attains qualifications as required and expected. - Capably employs ship(s), aircraft, or weapons systems. Equal to others in warfare knowledge and employment. - Warfare skills in specialty equal to others of same rank and experience.	-	- Fully qualified at appropriate level for rank and experience. - Innovatively employs ship(s), aircraft, or weapons systems. Well above others in warfare knowledge and employment. - Warfare skills in specialty exceed others of same rank and experience.		
NOB <input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
40. I recommend screening this individual for next career milestone(s) as follows: (maximum of two) Recommendations may be for competitive schools or duty assignments such as: LCPO, DEPT CPO, SEA, CMC, CWO, LDO, Dept Head, XO, OIC, CO, Major Command, War College, PG School.				XO AFLOAT		WAR COLLEGE	
41. COMMENTS ON PERFORMANCE: * All 5.0 and 1.0 marks must be specifically substantiated in comments. Comments must be verifiable. Bold, underlined, italic, or other highlighted type is prohibited. Font must be 10 or 12 Pitch (10 or 12 Point) only. Use upper and lower case.							
<p>Ranks #2 of 5 LCDRs in the combat systems department. There is virtually no difference in the top two. Definite Early Promote. The system forces me to make him a Must Promote.</p> <p>*33,38 - Superb naval officer. One of most well seasoned and knowledgeable instructors on my staff. His knowledge of combat systems and surface operations is superior. He is an expert in surface tactics and weapon systems deployment. Handles complexity with ease. His enthusiasm is infectious.</p> <p>- Qualified Master Training Specialist.</p> <p>- Screened for Executive Officer.</p> <p>- Scored Outstanding on the PRT.</p> <p>- LCDR Jones' has hit the deck running. His mentorship of AEGIS students has increased test scores by 25%. He sets the example for all staff instructors.</p>							
Promotion Recommendation	NOB	Significant Problems	Progressing	Promotable	Must Promote	Early Promote	44. Reporting Senior Address
42. INDIVIDUAL					X		CAPT B.B. PATRICK DIR, CMDTRNGDEPT SWOSCOLCOM
43. SUMMARY	<input checked="" type="checkbox"/>	0	0	2	2	1	446 CUSHING RD NEWPORT, RI 02841-1209
45. Signature of Reporting Senior				46. Signature of Individual Evaluated. "I have seen this report, been apprised of my performance, and understand my right to submit a statement."			
 Date: 11/1/98				 Date: 11/1/98			
47. Typed name, grade, command, UIC, and signature of Regular Reporting Senior on Concurrent Report							
Date:							

NAVPER 16102 (7-95)

Officer Promotion Planning

{N131F}: DSN 223-2329, Comm (703) 693-2329; Fax (703) 614-6491

Mission success in any naval operation is dependent on skillful planning and proper timing. The skillful planning of a naval career is certainly no exception. While strong performance in tough jobs continues to be the cornerstone of success, certain professional goals should customarily be completed prior to selection/screening boards. Timing of these career goals remains a significant factor when considering the overall career picture.

The very nature of the job of a professional naval officer demands personal responsibility. Officers must take responsibility to review and update their service records to ensure they are complete and accurate. One obvious reason for this is to ensure that a selection board is provided with an accurate and up-to-date picture of past performance. In this manner, an officer optimizes their chances for promotion, while assisting the board in achieving its goal of selecting those officers who are "best and fully qualified."

It is vital for officers to understand how promotion zones relate to promotion eligibility. In December of each year, following SECNAV approval of the annual Officer Promotion Plan, an ALNAV message is released which announces the selection board convening dates, and defines the various promotion zones for that fiscal year. The "in-zone" officers are identified by the date of rank of the senior and junior officer eligible for consideration in each competitive category. Officers on the active duty list who are senior to the senior in-zone officer are considered "above-zone," and are also eligible for consideration. Finally, the junior officer eligible defines the lower limit of the "below-zone" population, two forecasted zones below the junior officer in zone.

With all that said, a frequently asked question is "When will I receive my in-zone look for promotion?" The answer is complex, and depends largely upon when during your career that you pose the question. The simple truth is that forecasted "out-year" promotion zones change. Not unlike a weather forecast, the more advanced the prediction - the less accurate it ultimately becomes. Additionally, like the weather, numerous factors interact to affect the final outcome. A basic understanding of these factors, and the process by which they affect promotion planning, can go a long way toward helping chart a steady course by which to steer a career.

If the size of the promotion zones was constant from year to year, it would be a simple matter to predict when any particular officer would move "in-zone." However, zone sizes change in response to numerous factors affecting the promotion planning process. Each year a plan is constructed with the primary goal of meeting the Navy's requirements for officer promotions, based on predictions of these factors over the next five years. The plan is designed to "promote to vacancies," and a simple formula is used to determine the number of officer promotions required in each competitive category. This is often referred to as the number of "picks" required. Factors affecting the final number of picks required include:

- Authorized end strength;
- Existing begin strength;
- Predicted number of gains and losses.

Once the number of required promotions is determined, the actual zone size is established by dividing that number of picks by the promotion opportunity. For example, if the required number of URL CDRs is determined to be 400, and the promotion opportunity is set at 70 percent, then the resultant zone size would be 571 officers.

So why then do zones change? The answer lies in the ability to accurately predict future officer personnel trends. For example, how many accessions, training attrites, retirements and lateral transfers within a given community will there be in 2005? Any out-year zone prediction is therefore only as reliable as the estimation of the variables used in the equation. If officer loss rates are higher or lower than previously estimated, then the subsequent promotion zones have to be adjusted to compensate for the unexpected loss, or the Navy does not meet its requirements. Therefore, each year the Promotion Plan and subsequent promotion zones are adjusted to compensate for changes in these variables.

The law, USC Title 10, requires that officers placed in promotion zones be afforded a "relatively similar opportunity for promotion" over a five-year period. The Secretary of the Navy further defines that requirement with policy guidelines for promotion opportunity and timing ("flowpoint"). For example, the guideline for CDR promotion opportunity is 60-80 percent, with a target promotion flowpoint of 15-17 years. The promotion plan is built to meet existing and forecasted officer requirements by adjusting opportunity and flowpoint within

these guidelines for each grade and competitive category. As you plan your career and prepare for each selection board, keep in mind that forecasted promotion zones change. The effect may either accelerate or delay your "in-zone look," or it may simply change your relative position within the zone. The further out your perspective is at the time, the greater the likelihood that the forecasted zone will change. Perhaps the best career advice is to become your own advocate by completing important

career milestones as early as possible, and by taking personal responsibility to review and update your service record frequently. Continue to monitor your promotion eligibility window and contact your detailer, who can help determine when you will be in-zone, as well as provide sound advice concerning the best job for you now. Finally, remember that while timing remains a significant factor when considering your overall career picture, there is no substitute for strong performance. □

Officer Promotions

Every officer is solely responsible for the accuracy and completeness of his or her record when it is presented to a promotion selection board. If something material to an eligible officer's official record is missing during a board, the effected officer must show "due diligence" in their efforts to ensure the board had all pertinent information to make selection decisions. Officers should review their records prior to any year they are considered for a board, and if additional material cannot be included in a timely fashion through normal administrative measures, it is incumbent on the officer to provide that information to the board as a letter to the president of the board. Letters that arrive after convening of the board, are mis-addressed within Navy Personnel Command or are otherwise untraceable do not serve to establish "due diligence." The information provided below will assist all officers in ensuring their record is ready for their promotion selection board.

Some of the questions that all of us have are:

- How do I communicate with a board?
- Where do I mail my package to the board?
- Who can I check with to see if my correspondence was received?
- Was I selected?
- Who are/were the members of the board?
- Where is the board in the approval process?
- When will I get paid?

There is a single convenient and informative group of Web Site with this information. The address is <http://www.bupers.navy.mil>. Once you enter the Web Site, choose Selection Boards from the grid on the left-hand side of the Page. After the Page changes, scroll down to either Active Duty or Reserve Promotion Board depending on which area reflects your status.

If you choose Active Duty Promotions, the link will provide the following:

Option to choose Line or Staff Officer Promotions.

Select Line or Staff and the following page will have:

- *Collar devices depicting specific boards.
- *Access to Zone ALNAVs, which will identify yearly promotion zones.
- *Board addresses and fax numbers.
- *Link to a sample letter to the board.
- *Telephone number to call to check the receipt of correspondence sent to the board.
- *E-mail icon to send E-mail directly to the board Technical Advisor.

By selecting the collar device you are interested in, several more choices become available:

- *Board Membership. Selecting this line will bring up a matrix of the board membership.
- *Board Dates (convene and adjourn).
- *Anticipated release date of the results.
- *Selection Board Approval Process. Clicking on this line will bring up a bar chart with the latest status of the approval process.
- *Pay Increment Plan with directions on how to read the matrix provided. Clicking on this line brings up a matrix showing which month select numbers should be promoted given no changes to the promotion schedule.
- *Selection Board Statistics. This link brings up a matrix of historical selection statistics from FY95 to FY00.

Remember that your participation in maintaining your official record is imperative. Please do not hesitate to call if you need assistance. The more proactive you are in ensuring your record is complete, the easier it is for board members to make their selections. □

Career Paths

The career paths below are some general career paths for officers to consider as they come within the detailing window or are simply doing some career planning. Restricted Line and Staff communities typically have their own unique career paths; however, most have "milestone" assignments that are necessary for promotion. Detailers of these communities have the best information on career paths. It should be understood

that no two naval careers will be alike. Although these paths are similar and require "milestone" operational assignments (i.e., Department Head, XO, CO, etc.), the exact timing is not critical. Usually, the earlier an officer can complete a "milestone" assignment, the better. □

Aviation Career Path

CDR	19	CO TOUR	SEA/OVERSEAS TOUR
		XO TOUR	
	16	FRS	
LCDR	14	SECOND SHORE TOUR 36 MONTHS JOINT/DC/STAFF/JPME	
	12	DH TOUR 30 MONTHS THIRD SEA TOUR	
	10	FRS	
	8	SECOND SEA TOUR 24 MONTHS SHIP/AFLOAT STAFF/SQUADRON	
	6	FIRST SHORE TOUR 30 MONTHS FRS/TRACOM/NPS/RECRUITCOM/SHORE STAFF	
LT	4	FIRST SQUADRON SEA TOUR 36 MONTHS	
LTJG	2	FRS	
ENS		FLIGHT TRAINING	



Surface Career Path

	20	JOINT/HQTRS STAFF	
	18	PME	
CDR	16	24 MO CMD TOUR	
	14	OTH STF	JOINT
LCDR	12	XO	JPME
	10	FXO	XO
	8	SUBSPEC UTIL	FXO
	6	DH2	
LT	4	DH 1	
	2	SWOS DH	
LTJG	0	AIDE/SWOS INST/CRUIT	NPS
ENS		2nd DIVO TOUR (18 mos)	
		1st DIVO TOUR (24 mos)	
		SWOS DIVO	



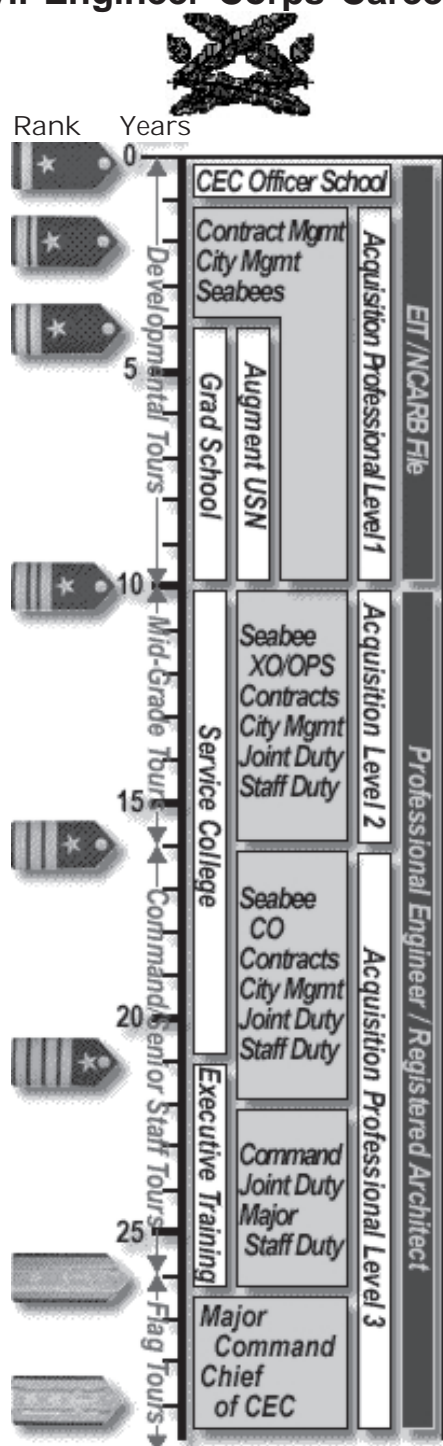
Submarine Career Path

Special Operations Career Path

	YCS	Major Command (24 months)	
	26		
	24	CSO/Joint/Major Staff/POC Tour	
CAPT	22	CDR Command (DDMUNDSU 24 months)	
	20	Joint/Major Staff Tour	
CDR	18	XO Tour (DDMUNDSU 24 months)	
	16	Joint/Major Staff Tour	
LCDR	14	2nd DH Tour (24 months)	
	12	1st DH Tour (24 months)	
LT	10	2nd DIVO Tour (DDMUNDSU 36 months)	
	8	JED School (20 months)	
LTJG	6	1st DIVO Tour (24 months)	
	4	SWOS (6 months) NESTC (3 months) Training	
ENS	2		
	0		

		MAJOR COMMAND TOUR	
		POST-COMMAND SHORE TOUR	POST-COMMAND SHORE TOUR
CAPT		SR SERVICE COLLEGE	
		CDR COMMAND TOUR	
		POST-XO SHORE TOUR	
CDR		XO	
		POST-DH SHORE TOUR	POST-DH SHORE TOUR
LCDR		ENG/NAV/WEPS	SUBOPS
		ENG/NAV/WEPS	ENG/NAV/WEPS
		POST-JO SHORE TOUR / PG SCHOOL	
LT		FIRST SEA TOUR	
LTJG		INITIAL TRAINING	
ENS			

Civil Engineer Corps Career Path



Considering Resigning? Consider the Civil Engineer Corps!

If you are a warfare qualified officer with an engineering or architecture degree, you are needed in the Civil Engineer Corps (CEC). Are you thinking about leaving the Navy to practice engineering or architecture? Consider getting some experience in the CEC. All of our officers get immediate engineering management experience, responsibility and authority far exceeding that offered by a private engineering firm. All of our officers receive a graduate engineering education, as well as extensive engineering and acquisition management training. As a CEC officer, you can work in all of the following three areas.

Contract Management. More than \$4 billion worth of design and construction is performed every year by civilian construction and engineering firms under Navy contracts. These contracts will be your responsibility as the primary contact between the contractor and the Navy. You'll review designs and prepare, solicit and contract bid packages. You'll supervise construction, identify problems and devise solutions. Navy Civil Engineers also negotiate technical and financial modifications to contracts and approve completed work.

Public Works. You'll operate and maintain the complex facilities and utilities systems at shore activities by managing a large and diverse work force of civilian and military personnel. At public works departments and centers, you'll approve and execute the designs of trained engineering staffs. In facilities management, you'll identify, analyze, plan, budget, schedule and execute needed work and repair. Planning future requirements of naval facilities is a major responsibility.

Construction Battalions. The "Can Do" spirit of the Seabees is legendary. Performing most of their work overseas, Navy construction battalions maintain the Navy's mobile construction capabilities and support the Fleet Marine Force in amphibious operations. They build roads, airstrips, bridges, port facilities, utility systems and any type of building, often in unique and out-of-the-way locations.

The CEC intends to select at least 30 warfare-qualified officers for transfer during the April 2001 board. Applications are due to PERS-811 by January 2001. For more information, please contact the CEC Plans and Input Officer (PERS-4413D) at DSN 882-4034, Comm (901) 874-4034 or E-mail p4413d@persnet.navy.mil. □

★ LDO/CWO Picture - "Mustang News"

{N131L}: DSN 223-2309, Comm (703) 693-2309; Fax (703) 614-1189



From the Community Manager. First I would like to pass a special thanks to my predecessors, CAPT Ron Jaeh, CAPT Jerry Hart and CAPT Bob Ruple. These fine naval officers established the course of the LDO/CWO Community well into the future. Because of their hard work, I will be able to look at the details, and make minor course adjustments necessary for the health of the community as well as what is best for the Navy.

LT Bodoh and I have been working on the LDO promotion plan for FY02 and beyond, which shows an increase in promotion opportunity (line and staff) in all three control grades (O4 through O6) as well as a decrease in flow points. The CWO promotion plan also shows an increase of opportunity for W-3 and W-4. I wish that I could take credit for this, but it is really a solid indicator that the overall community is at steady state, where bodies, billets and promotion are about where they should be. Because the URL communities are healthy and should remain so, I expect to see some billet growth in the future, but not what we have experienced in the last couple of years. Please keep in touch, let me know your concerns and the issues that you believe are important.

Statutory Retirement Laws

6XX0 - Permanent LDO

CAPT: First day of second month after 38 years total active service.

CDR: First day of second month after 35 years total active service, or first day of seventh month following second failure of selection to CAPT, whichever is first.

LCDR and below: First day of second month after 30 years total active service, or first day of seventh month

following second failure of selection to Commander, whichever is first.

6XX1 - Temporary LDO/Permanent CWO

All grades: First day of third month after 30 years total active service, or first day of seventh month following second failure of selection for next grade, whichever is first. Permanent CWOs selected for LDO are tendered temporary appointments in the grade of LTJG. However, since these individuals are already permanent officers, those who are subsequently selected for and promoted to LT may remain temporary LDOs. While serving as temporary LDOs, they retain their permanent CWO status and are eligible and considered for CWO promotions as if still serving as a CWO. That said, a temporary LDO/permanent CWO who twice fails to select to the next CWO paygrade will be required to retire as indicated above. In the past it has been recommended for temporary LDOs/permanent CWOs to decline a permanent appointment to LT due to monetary reasons. However, due to targeted payraise of July 2000, this is not the case unless you plan to stay past 26 years of service.

6XX2 - Temporary LDO/Permanent Enlisted

All grades: First day of second month after 30 years total active service, or first day of seventh month following second failure of selection for next grade, whichever is first.

7XX1 - Permanent CWO

All grades: First day of third month after 30 years total active service, or first day of seventh month following second failure of selection for next grade, whichever is first. □

Navy Eliminates Officer Field Service Record

Officer Field Service Records (OFSR) are no longer maintained locally for officers on active duty. This does not eliminate the requirements to prepare and forward documents that were previously filed in the OFSR; however, it does redefine the distribution of the paperwork.

Complete personnel records are maintained in the Electronic Military Personnel Records System (EMPRS) at Navy Personnel Command (NPC) in Millington. Elimination of the OFSR increases the onus on the

officer to verify the accuracy of their record at NPC. The only way to make sure your record is accurate is to order a copy of your microfiche. A written request must be either mailed or faxed to NAVPERSCOM (PERS-313C1), or by fax to (901) 874-2664/DSN 882. Forms and instructions for requesting your microfiche are available on the BUPERS/NPC Web Site at <http://www.bupers.navy.mil/pers313/pers-313.htm>.

NAVADMIN 229/00 provides complete details on the disposition of individual forms. □

Navy Personnel Command Directory

For E-mail address, replace xxx with listed PERS-Code:

Example: to E-mail the Submarine Junior Officer Shore Detailer(PERS-421c):

For Commercial Phone Numbers add:

xxxx@persnet.navy.mil

p421c@persnet.navy.mil

(901) 874-XXXX for DSN 882

(703) 614-XXXX for DSN 224

(703) 693-XXXX for DSN 223

(301) 757-XXXX for DSN 757

(202) 433-XXXX for DSN 288

(703) 695-XXXX for DSN 225

Perspective and LINK Magazines

051 Managing Editor, Perspective and LINK Magazines
051A Editor, LINK Magazine

LTJG Petersen
JOC(SW/AW) Morley

882-4135
882-4136

NPC Access/IVR and NPC Home Page Technical Support

1023 PERSNET Help Desk
NPC Web Site Technical Support

DP1 Bostic

882-4717
882-3496

Personnel Policy Advisors

N130F Personnel Exchange Program (PEP) Advisor
447 Acquisition Professional (AP) Coordinator
00W/ Special Assistant for Women's Policy
N13WW
N123J Joint Policy Advisor
45J Director, Joint Officer Management
45J1 JPME Phase II Quota Control
N123C TAD/Joint Operations Assignments Advisor
N123C1 TAD Assistant
61 Director, Professional Relationships Division
612 Equal Opportunity/CMEQ Advisor
613 Sexual Harassment/Fraternization Advisor
00J Special Assistant for Minority Affairs
00J1 Navy Affirmative Action Plans Advisor
00J2 Minority Affairs Liaison Officer
00J3 Minority Affairs Liaison Officer
662F Exceptional Family Member Program

LT Wright
CAPT Kreutner
CAPT Long

224-5393
882-3837
225-9385

LCDR Grace
LCDR King
LCDR Greife
CDR Kroft
PNC(AW) Drew
CDR Marmann
TMCS McGhee
LT May
CDR Evans
LCDR Castillo
LCDR Castillo
LT Chandler
LCDR France

225-3616
882-4217
882-4218
225-3748
224-1012
882-4271
882-4274
882-4283
225-2897
224-2008
224-2008
225-2824
882-2510

Microfiche, PSR/OSR, Selection Boards, Fitness Reports, ODC Support

311 Customer Service
311 Branch Head
311 FITREP/Eval Support, FITREP/
Eval Selection Board Support
312G Officer Data Card (ODC) Support
313D Microfiche & PSR/OSR
Fax Ordering
32B Selection Board Support

LCDR Harper
Doug Warf

882-3313/3315/3316
882-3309
882-3313
882-3350
882-3415
882-2664
882-6951

Inservice Procurement and Transfer Division

81 Director
81B Deputy Director
811 Head, Inservice Procurement/Transfer Branch
811 Fax
812 Head, Officer Recall
813 Head, Officer Separations
813B Officer Involuntary Separations
813C Resignations/Release from Active Duty
815/255 Head, Enlistment/Reenlistment Branch

LCDR Barclift
Mr. Booth
LTJG Luttrell
LT Kramer
LT Chamberlin
YN1 Carrasquillo
Mrs. Ward
LCDR Christy

882-3200
882-4408
882-3170
882-2620
882-3208
882-3194
882-3195
882-3197
882-3069

Officer Promotions Division

85 Director
85A Administrative Officer
85C Officer Special Board Coordinator
85L Line Selection Board Liaison
85M Staff Selection Board Liaison
86 Director, Reserve Officer & Enlisted Promotions
86B Deputy Dir. Reserve Officer & Enlisted Promotions
861 Head, Reserve Officer Promotions & Appointments

CAPT Frederick
CWO2 Johnson
LT Malloy
LCDR Tornes
LT Brown
CDR Martin
CDR Saylor
CDR Price

882-3221
882-3252
882-4844
882-3253
882-4524
882-4523
882-4526
882-4528

Retirements Division

82 Director
82B Deputy Director
821 Head, LIMDU/Disability Retirement
822 Head, Officer Retirement

CDR Connery
Mr. Lewis
LT Gaston
LCDR Oberg

882-3185
223-7994
882-3229
882-3184

Officer Community Management (OCM) and Career Planning Division

N131 Director
N131B Deputy Director
N131A Secretary
N1G2 Head, Chaplain Officer Community Manager
211D Head, AED/AMD Officer Community Manager

CAPT Harriss
Vacant
Ms Castell
CAPT Theriot
CAPT Loyer

223-2303
223-2301
223-2302
225-8523
757-8483

N131U	Head, Engineering Duty Officer Comm. Manager	CAPT Edwards	882-4090
N131U1	Asst, Engineering Duty Officer Comm. Manager	Pat Morgan	602-8503
N131H	Head, Special Warfare Officer Community Manager	CDR Carlson	225-3914
N131H1	Asst, Special Warfare Officer Community Manager	Mrs. Fuller	224-3289
N131G	Head, Fleet Support Officer Community Manager	CAPT Wurzel	227-8761
N131X	Head, Special Operations Officer Community Manager	LCDR McClelland	882-3911
N131I	Head, Intelligence Officer Community Manager	CAPT Darrah	223-1227
N131J	Head, JAG Corps Officer Community Manager	CAPT Molinengo	325-5185
N131J1	Asst, JAG Corps Officer Community Manager	Dan Barnes	325-5458
N131K	Head, CEC Officer Community Manager	CAPT(Sel) Bosco	882-4032
N131K1	Assistant, CEC Officer Community Manager	LT Morton	882-4034
N131L	Head, LDO/CWO OCM	CDR Fahling	223-2309
N131L1	Asst, LDO/CWO OCM	LT Sodano	223-2310
N131M	Head, Medical Officer Community Manager	CAPT Logeman	223-2328
N131M2	Admin Assistant, Medical Officer Comm Manager	HM2 Wilkinson	223-2324
N131M3	Medical Service Corps/Dental Officer Comm. Manager	CDR Sawyer	223-2327
N131M4	Nurse Corps Officer Community Manager	CDR Magnusson	223-2326
N131N	Head, Submarine Officer Community Manager	CDR Burke	225-3734
N131N1	Asst, Submarine Officer Community Manager	LCDR Gillette	225-3885
N131O	Oceanography Officer Community Manager	CAPT(Sel) Renaud	882-4109
N131O1	Asst, Oceanography Officer Community Manager	LCDR Brown	882-4109
N131P	Public Affairs Officer Community Manager	CAPT(Sel) Hume	882-4091
N131P1	Asst, Public Affairs Officer Community Manager	LCDR Sims	882-4025
N131Q	Cryptology Officer Community Manager	CAPT Brooks	882-4079
N131R	Merchant Marine Officer Community Manager	CAPT McFadden	332-7128
N131S	Supply Corps Officer Community Manager	CAPT(Sel) Holland	882-4623
N131T	Acquisition Professional Community Manager	CAPT Briggs	332-2836
N131V	Head, Aviation Officer Community Manager	CDR McKenzie	223-2306
N131V1	Assistant, Aviation Officer Community Manager	LCDR Johnston	223-2307
N131W	Head, SWO Officer Community Manager	CAPT(Sel) Peterson	223-2305

Officer Plans Branch

N131C	Head, Officer Strength Plans	LCDR Henry	223-2321
N131C1	Strength Analyst	LCDR Harper	223-2322
N131C2	Program Analyst	Ms. Senoria Ford	223-2323
N131D	Head, Accessions Plans	CDR Csuti	223-2325
N131D1	Assistant, Accessions Plans	LCDR Henderson	223-2313
N131E4	Data systems Administrator	IT2 Arnold	223-2323
N131F	Head, Promotions	CDR Cox	223-2330
N131F1	Assistant Head, Promotions	LCDR McMahon	223-2329
N131F2	Promotion Program Liaison	Ric Chapman	225-6417

Professional Development Branch

N131E	Head, Professional Development	LCDR Wilburn	225-6408
N131E1	Graduate Education/Subspecialty Analyst	Ms. Poindexter	224-4933
N131E2	Graduate Ed/Analyst/Web Admin and Developer	Ms. Wei	224-4242
N131E3	Head, Graduate Education/Subspecialty	LCDR Knox	225-6409

Surface Officer Distribution Division

41	Director/CAPT Assignment	CAPT Lefever	882-3927
41B	Deputy Director	CDR Boxall	882-3927
41A	Assistant, CAPT Assignment	LCDR Cooper	882-3927
41A1	Administrative Assistant	LT Austin	882-3927
41N/424	Assistant, Nuclear Assignment	CAPT Jackson	882-3940
410	Head, CDR/LCDR Assignment	CAPT Balmert	882-3900
410A	Assistant, CDR Assignment	CDR Harris	882-3900
411	Head, Post DH Assignment	CAPT Klatt	882-3888
411A	Post DH Assignment (A-K)	LCDR Selby	882-3888
411B	Post DH Assignment (L-Z)	LCDR Mark Weber	882-3888
412	Head, Junior Officer Assignment	CAPT(Sel) Allen	882-3894
412C	Sea/Shore Coordinator	LT Devore	882-3894
412S	Second Tour Department Head	LCDR Stader	882-3894
412M	First Tour Department Head	LCDR Tim Weber	882-3894
412J	Second Tour Division Officer (LANTFLT)	LT McCarthy	882-3894
412K	Second Tour Division Officer (PACFLT)	LT Mickel	882-3894
412D	Initial Assignment	LCDR Sparks	882-3894
412E	Initial Assignment	LT Steele	882-3894
412F	Initial Assignment	LT Nielsen	882-3909
412N	Surface Nuclear Assignment	LCDR Carter	882-3894
413	Head, Surface Ship Placement Branch Head	CDR Auten	882-3897
413A	LANT CRUDES Ship and Staffs	LCDR McDuffie	882-3917
413B	PAC CRUDES Ships and Staffs	LCDR Hughes	882-3901
413E	CLF/PC/USNS/Trng/MW	LCDR Keys	882-3921
413F	Amphibious Ships and Staffs	LCDR Dehr	882-3923
414	Head, Surface LDO/CWO Assignment/Admin	CDR Romano	882-3885
414B	Deck/Ops/Ord/Sec	LCDR Soucie	882-3906
414C	Engineering/Repair	LCDR Hoard	882-3887
414D	Elcx/Communications/ADP	LT Higgins	882-3907
415	Head, Special Warfare Assignment/Placement	CDR Pybus	882-3924
416	Head, Special Operations Assignment/Placement	CDR Lucas	882-3911

Submarine/Nuclear Power Officer Distribution Division

42	Director/CAPT Assignment	CAPT Holland	882-3930
42B	Deputy Director/CO Detailer	CDR Gehrke	882-3929

421	Head, Submarine/Nuclear Power Assignment	LCDR Correll	882-3944
421A	Post Department Head Shore Detailer	LCDR Haebler	882-3931
421B	Department Head Detailer	LCDR Grimes	882-3932
421C	Junior Officer Shore Detailer	LT Sowa	882-3943
421D	Junior Officer Sea Detailer/NOIP Coordinator	LT Huey	882-3933
421E	Accessions/Resignations	LT Swanson	882-3934
422	Head, Nuclear Submarine LDO/CWO Assignment	CDR Falardeau	882-3935
422A	LDO/CWO Detailer	LCDR Armstrong	882-3945
423	Staff Placement	LCDR Stockdale	882-3937
424/41N	Head, Surface Nuclear Power Distribution	CAPT Jackson	882-3940
424B	Assistant, Surface Nuclear Power Distribution	LCDR Carter	225-4192

Aviation Officer Distribution Division

	Aviation CAPT Assignment Branch	Assistance	882-3974
	Aviation CDR Assignment Branch	Assistance	882-3975
	Aviation LCDR/Junior Officer Assignment Branch	Assistance	882-3947
	Air Combat Placement Branch	Assistance	882-3987
43	Director/CAPT Assignment	CAPT Benson	882-3974
43A	Assistant CAPT Assignment	CDR Doyle & LCDR Karnes	882-3976
43B	Deputy Director	CDR Keller	882-3955
43B1A	Administrative YN	YN2 Wilson	882-3978
43B2	Administrative YN	YN2 Quick	882-3956
43C	Director's Assistant	Jeff Jacob	882-3958
431B	Head, CDR Detailer	CDR Dobson	882-3972
431	Assistant, CDR Detailer	CDR Alexander	882-3957
431A	Assistant, CDR Detailer	CDR Lynch	882-3963
431C	CDR Shop Order Writer	Fran Stone	882-3975
432	Head, LCDR/JO Assignments	CDR Laukaitis	882-3973
432C	Shore Coordinator	LCDR Caraveo	882-3960
432D	Initial Helo/Shore/RAD/Schools/Subspecs/MinAffrs	LCDR Gordon	882-3969
432E	VAW/VRC/Warfare Transition	LT Boyer	882-3965
432F	VFA	LCDR Lefere	882-3966
432G	VF	LT Morick	882-3986
432H	Helicopter Sea Assignment	LCDR Laubengayer	882-3950
432I	VP Shore Assignment	LCDR(Sel)Westerkom	882-3951
432K	VAW/VAQ	LCDR McKeon	882-3967
432L	Head, Aviation LDO/CWO Assignment	CDR Ranno	882-3968
432M	Assistant, Aviation LDO/CWO Assignment	LCDR Hancock	882-3948
432O	MILPERS Management Specialist	Paul Boundy	882-3947
432P	VP Sea Assignment	LCDR Dorrans	882-3952
432Q	Helicopter Shore Assignment	CDR(Sel) Lineberry	882-3970
432R	Sea Coordinator	LCDR Caraveo	882-3960
432S	VS/Force Support	LCDR Walker	882-3953
432T	Pilot/NFO Initial Assn/General Aviation/ACCP/ACIP	LT Sicola	882-3954
432U	VQ	LCDR Crewse	882-3949
432U1	CARGRU Staff Placement	LCDR Baker	882-3985
432V	Assistant, LDO/CWO Assignment	Melinda Weeden	882-3964
433	Head, Air Combat Placement	CDR Massey	882-4944
433A	VFA/VX-9/LSO School	LCDR Yager	882-3959
433B	VF/CVW West	LCDR Koehler	882-3979
433C	VAW/VRC/VQ/VC-8/CVW East	LCDR Caraveo	882-3960
433D	VP/VX-1/PEP/TSC	LCDR Bowen	882-3989
433E	Prospective Flight Students	LT Moran	882-3984
433F	VAQ/NSAWC	LCDR Meier	882-3961
433G	CV/CVN	LCDR Cooledge	882-3981
433H	VS/TRACOM/Schools Command/SWATSPAC	CDR(Sel) Pettit	882-3980
433I	HS/HSL	LCDR Tenhoopen	882-3982
433J	HC/HM/TYCOM/FASO/TACRON	LCDR Cashman	882-3962
433Q	Assistant, CV/CVN/CARGRU Staff Placement	Denise Williams	882-3988
433R	Assistant, Prospective Flight Students	Beverly Slaughter	882-3983

Restricted Line/Staff Corps Officer Distribution and Special Placement

44	Director	CAPT Taylor	882-4055
44A	Flag Aide Placement	Mr. Jackson	882-4071
44B	Deputy Director	Vacant	882-4072
440	Head, Edu Trng, Shore Station, Mat'l Placement	LCDR Stewart	882-4040
440B	Graduate Education Placement/NPS	LT Batts	882-4056
440C	Service College Placement	LT Garcia	882-4100
440E2	Subspecialty Management	Mrs. Hudspeth	882-4057
441	Hd, Washington Placement(OPNAV)	CAPT Niner	882-4104
441A	Assistant Washington Placement(JCS)	LT Vosler	882-4074
441B	Asst, Washington Placement(OSD)	LCDR Kollie	882-4105
442	Head, Major Staffs Placement	CDR Doran	882-4123
442B	Assistant Head, Korea/Japan/MIS	LCDR Noe	882-4066
442C	FAO/PEP/FMS	LT Baker	882-4065
440A	USNA/NWC/CNET	LCDR Stewart	882-4040
444B	NAS/CNRC/MEPS/NS	LCDR Celec	882-3999
444C	Great Lakes/PSD/NAPS/NAMTG/Training	Mr. Hendrieth	882-4058
444D	Military Staff Tech	Ms. Young	882-4060
444E	Material Placement-Surface	LCDR Thompson	882-4101
444F	Material Placement-Aviation	LCDR Malin	882-4061
445	Head, Engineering Duty Assignment	CAPT Edwards	882-4090
445B	Assistant, EDO Detailer	CDR Atkinson	882-3994
445D	Assistant EDO Detailer	LCDR Kohnke	882-3085

446	Head, AED/AMD Assignment	CAPT Loyer	757-8483
446B	Assistant Head, AED 151X	CDR Smith	882-4108
446C	Assistant Head, AMD 152X	CDR Glass	882-4108
446	AEDO Career Manager	LCDR Dechsel	757-8480
	AMDO Career Manager	LCDR Hepler	757-8481
447	Acquisition Professional (AP) Coordinator	CAPT Kreutner	882-3837
448	Head, Public Affairs Assignment/OCM	CAPT(Sel) Hume	882-4023
448B	Assistant PAO Assignment/OCM	LCDR Sims	882-4025
449	Head, METOC Assignment	CAPT Renaud	882-4109
449B	Assistant, METOC Assignment	LCDR Brown	882-4110
4410	Head, Cryptology Assignment	CAPT Brooks	882-4079
4410B	Assistant Head, Cryptology Assignment	LCDR Kob	882-4079
4410C	LDO/CWO/New Accessions	LT Icenogle	882-4079
4411	Head, Intelligence Assignment	CAPT Vaughn	882-3993
4411A	Junior Officer Detailer	LCDR Ashcraft	882-3993
4411B	Intelligence Placement/Accessions	LCDR Robinson	882-3993
4411C	TAR Intelligence Detailer/Attache' Placement	CDR Fenske	882-3993
44120	Director, Supply Corps Personnel & CAPT/Shore	CAPT Nanney	882-4611
4412	Director, Detailing Division/ CDR Shore/ Sea	CAPT Holland	882-4607
4412A	Special Assistant	CDR(Sel) Case	882-4608
4412B	Head, Shore Detailing Branch	CDR Wenger	882-4601
4412C	Head, Sea/Overseas Detailing Branch	LCDR Larcher	882-4614
4412E	Director, Reserve Division	CAPT Carlson	882-4619
4412F	LT/LTJG Sea/Overseas Detailer	LCDR Hinson	882-4627
4412G	ENS Sea/Overseas Detailer	LT Williams	882-4616
4412I	LT/LTJG Shore Detailer	LCDR Heinz	882-4612
4412J	LDO/CWO Detailer	LCDR Gill	882-4613
4412Q	Head, Career Development and Training	LT Escoe	882-4624
4412QA	Assistant, Career Development and Training	Ms. Robinson-Bell	882-4629
4412R	Special Assistant, Detailing Division	LCDR Lavigna	882-4609
4412X	Head, NAVSUP/DLA Placement Branch	SH1 Price	882-4618
4412XB	NPC Liaison/Admin Officer	IT1 Sanders	882-2936
4412Y	Administrative/Placement Assistant	SH1 Price	882-4625
4413	Head, CEC Assignment	CAPT Bosco	882-3997
4413A	Assistant, CEC Assignment (LCDR)	CDR(Sel) Chandler	882-4030
4413B	Billets/NAVFAC Placement	LCDR Oby	882-3998
4413C	CEC LTJG/ENS Detailer	LT Kilian	882-4033
4413D	CEC Plans and Inputs	LCDR(Sel) Morton	882-4034
4413E	LT/LDO/CWO Postgraduate Detailer	LCDR Morris	882-4035
4413S	NAVFAC Community Management Analyst	Mr. D. Potter	882-4031
4413S1	Military Staffing Tech	Ms. Albright	882-4032
4414	Head, Chaplain Assignment Branch	CAPT Carter	882-4092
4414A	Assistant, Chaplain Assignment Branch	CDR McGeory	882-3995
4415	Head, Medical Department Officer Distribution	CAPT Lockhart	882-4097
4415A	Asst Branch Head, Medical Department Assignment	LCDR Kolosik	882-4053
4415B	Head, Medical/Dental Placement	CDR Dobbs	882-4095
4415C	HQ/DC/Northeast Placement	LT Collins	882-4464
4415D	Overseas Ops and USMC Placement	LCDR Thomas	882-4112
4415F	East Coast (except DC)/Overseas	LCDR Parrish	882-4114
4415G	Senior Dental Corps Assignment	CAPT Seder	882-4043
4415H	Junior Dental Corps Assignment	CAPT Parreira	882-4118
4415I	Senior MSC HCA Assignments (O4 and above)	CDR Kelly	882-4052
4414I/A	Junior MSC HCA Assignments (O3 and below)	LT Diehl	882-4052
4415J	Head, MSC/SCI Assignment	CAPT Past	882-3756
4415JX	MSC Assignment/Op Sciences	CDR Hathaway	882-4115
4415K	Head, Nurse Corps Assignment	CAPT Workman	882-4038
4415L	Nurse Corps West Coast Assignment/Asia	CDR Vernere	882-4042
4415M	Head, MC/Surgical Specialty Assignment	CAPT Yerkes	882-4094
4415N	Medicine Specialties Assignment	LCDR Mallak	882-4046
4415P	GME Assignment	LT Jefcoat	882-4048
4415R	FS/UMO/Prev Med/Occ Health/RSH	CDR Puckett	882-4045
4415S	Nurse Corps East Coast Assignment	LCDR Schultz	882-4041
4415T	West Coast	HMC Allen	882-4893
4415U	GMO Assignment	LCDR Rogers	882-4037
4415V	LCDR Nurse Corps Assignment/OR Nurses	CDR Delizo	882-4039
4416	Head, JAG Corps Assignment/Senior Officer	CDR Wise	882-4081
4416B	Assistant Head/LCDR Assignment	CDR Horwitz	882-4082
4416C	LT/LDO Assignment	LCDR Kiamos	882-4083
4416E	Accessions/Recruiting	LT Keidel	882-4084
4417	Head, TAR Assignment	CAPT Brannan	882-4063
4417B	Surface TAR Officer Assignment	CDR Little	882-4063
4417C	Aviation TAR Officer Assignment	CDR Cline	882-4064
4417D	Surface TAR Officer Placement	LCDR Haben	882-4062
4417F	Admin Supervisor	YNC Crowe	882-4063
4417G	AMDO TAR Officer Assignment	LCDR O'Bryant	882-4076
4417I	Fleet Support TAR Officer Assignment	LCDR Parks	882-4062
4419	Head, Fleet Support Assignment	CAPT Koch	882-4054
4419A	Assistant Branch Head, Fleet Support Assignment	CDR Anderson	882-4054
4419B	LT Detailer	LCDR Lockett	882-4054
4419C	LT/LCDR Detailer	CDR Wulff	882-4054

Reader Satisfaction Survey

Please take a moment to complete the following survey to let us know how we are doing, and what we can do to help you.

1) Perspective provides career information that is useful and informative.

- a) strongly agree
- b) somewhat agree
- c) neither agree nor disagree
- d) somewhat disagree
- e) strongly disagree

2) The article written by my detailer is useful and informative.

- a) strongly agree
- b) somewhat agree
- c) neither agree nor disagree
- d) somewhat disagree
- e) strongly disagree

3) The Education Picture and other supplemental information/announcements are useful and informative.

- a) strongly agree
- b) somewhat agree
- c) neither agree nor disagree
- d) somewhat disagree
- e) strongly disagree

4) Perspective has been helpful to me in making career decisions.

- a) strongly agree
- b) somewhat agree
- c) neither agree nor disagree
- d) somewhat disagree
- e) strongly disagree

5) Perspective would be more useful if more copies were mailed to my command.

- a) strongly agree
- b) somewhat agree
- c) neither agree nor disagree
- d) somewhat disagree
- e) strongly disagree

6) It's easy to find copies of Perspective at my command.

- a) strongly agree
- b) somewhat agree
- c) neither agree nor disagree
- d) somewhat disagree
- e) strongly disagree

7) Do you have access to the Internet?

Yes No

8) Have you ever been to the magazine's Web Site (<http://www.bupers.navy.mil/periodicals>)?

Yes No

9) Do you have any other suggestions for improving Perspective ?

Demographic info (Optional):

- 1) Rank____
- 2) Designator____
- 3) Years in the Navy____
- 4) Duty Location
 - a) Sea Duty CONUS
 - b) Shore Duty CONUS
 - c) Sea Duty Overseas
 - d) Shore Duty Overseas
 - e) Other

Please Fax or Mail responses to:
DEPARTMENT OF THE NAVY
NAVY PERSONNEL COMMAND PERS-051
5720 INTEGRITY DRIVE
MILLINGTON, TN 38053
Fax: DSN 882-2613, Comm (901) 874-2613

☐ This survey is also available on our Web Site at <http://www.bupers.navy.mil/periodicals>.

Reference Corner

◆ Mail in FITREPS & EVALS

NAVY PERSONNEL COMMAND
PERS 311
5720 INTEGRITY DRIVE
MILLINGTON TN 38055-3110
DSN 882-3316, Comm (901) 874-3316

◆ Mail in FITREPS & EVALS (via Certified Mail/FEDEX)

NAVY PERSONNEL COMMAND
PERS 311
BLDG 769 - WOOD HALL
5751 HONOR DRIVE
MILLINGTON TN 38055-3110

◆ Mail OSR Photos

NAVY PERSONNEL COMMAND
PERS 313C
5720 INTEGRITY DRIVE
MILLINGTON TN 38055-3130

◆ Mail ODC Corrections

NAVY PERSONNEL COMMAND
PERS 312G
5720 INTEGRITY DRIVE
MILLINGTON TN 38055-3120
FAX: DSN 882-2660

◆ Microfiche/OSR Requets

NAVY PERSONNEL COMMAND
PERS 313C
5720 INTEGRITY DRIVE
MILLINGTON TN 38055-3130
PHONE: DSN 882-3415/3596, Comm (901) 874-3415/3596
FAX: DSN 882-2664/Comm (901) 874-2664

◆ To Submit Missing Awards

NAVY DEPARTMENT BOARD OF DECORATIONS AND
MEDALS
ATTN: N09B33
NAVY PENTAGON 2000
WASHINGTON, DC 20350-2000
PHONE: (202) 685-1770

◆ To Submit Missing Awards (via Certified Mail/FEDEX)

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